

(b) (6), (b) (7)(C)

**Subject:** (Location Change) S2 SWB Update Call

**Location:** USBP Conference Room (b)(7)(E) (b)(7)(E)

**Start:** Mon 7/23/2018 4:15 PM

**End:** Mon 7/23/2018 4:45 PM

**Recurrence:** (none)

**Meeting Status:** Accepted

**Organizer:** CBP COMMISSIONER SCHEDULER

**Required Attendees:** HOWE, RANDY J; FLANAGAN, PATRICK S; (b) (6), (b) (7)(C) PETERLIN, MEGHANN K;  
(b) (6), (b) (7)(C) HASTINGS, BRIAN S; (b) (6), (b) (7)(C)  
HUDSON, RICHARD M; (b) (6), (b) (7)(C) DCC10A-RMB-  
COMMISSIONER-CN-RM; PROVOST, CARLA (USBP); (b) (6), (b) (7)(C) Owen, Todd  
C (AC OFO); LUCK, SCOTT A (USBP); WAGNER, JOHN P; (b) (6), (b) (7)(C)  
COUREY,  
MARC BENNETT (OCC); (b) (6), (b) (7)(C) MANAHER,  
COLLEEN M  
**Optional Attendees:** (b) (6), (b) (7)(C)

Note: C1 will not be able to attend, Chief Provost will have the lead.

(b) (6), (b) (7)(C)

**Subject:** (Location Change) S2 SWB Update Call

**Location:** USBP Conference Room (b) (7)(E)

**Start:** Mon 7/23/2018 4:15 PM

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**Recurrence:** (none)

**Meeting Status:** Accepted

**Organizer:** CBP COMMISSIONER SCHEDULER

**Required Attendees:** HOWE, RANDY J; FLANAGAN, PATRICK S; (b) (6), (b) (7)(C) PETERLIN, MEGHANN K;  
(b) (6), (b) (7)(C) HASTINGS, BRIAN S; (b) (6), (b) (7)(C)  
HUDSON, RICHARD M; (b) (6), (b) (7)(C) DCC10A-RMB-  
COMMISSIONER-CN-RM; PROVOST, CARLA (USBP); (b) (6), (b) (7)(C) Owen, Todd  
C (AC OFO); LUCK, SCOTT A (USBP); WAGNER, JOHN P; (b) (6), (b) (7)(C)  
COUREY,  
MARC BENNETT (OCC); (b) (6), (b) (7)(C) MANAHER,  
COLLEEN M  
**Optional Attendees:** (b) (6), (b) (7)(C)

Note: C1 will not be able to attend, Chief Provost will have the lead.



(b) (6), (b) (7)(C)

**Subject:** 3rd Quarter FY18 C1 & B1 Priorities Brief  
**Location:** USBP Conf RM (b)(7)(E)

**Start:** Wed 8/1/2018 12:00 PM  
**End:** Wed 8/1/2018 1:00 PM

**Recurrence:** (none)

**Meeting Status:** Meeting organizer

**Organizer:** PROVOST, CARLA (USBP)

**Required Attendees:** PROVOST, CARLA (USBP); LUCK, SCOTT A (USBP); HUFFMAN, BENJAMINE C; (b) (6), (b) (7)(C)  
SINGLETON, RUYNARD R; HOOVER, CRINLEY S; (b) (6), (b) (7)(C)  
HASTINGS, BRIAN S; (b) (6), (b) (7)(C)

**Optional Attendees:**

(b) (6), (b) (7)(C)

(b) (6), (b) (7)(C) MARTIN, JERRY B; (b) (6), (b) (7)(C)

**Resources:** USBP CONFERENCE ROOM (b)(7)(E)

UPDATE: Briefing Material Attached....

(b) (5)

3<sup>rd</sup> Quarter FY18 C1 & B1 Priorities Brief

What: FY18—3<sup>rd</sup> Quarter Priorities Update

Who: B1, B2, all 4 Directorate Chiefs (or their deputy if they cannot attend), Director (b) (6), (b) (7)(C) Deputy Director (b) (6), (b) (7)(C) and myself. (Then, about 20 other Priority SMEs, who I can forward the calendar invite to at a later date).

Venue: Conference Room (b) (need space for around 35 people)

Length of meeting: 1 hour

Read aheads: Will not be available until a few days prior to the brief.

POC: (b) (6), (b) (7)(C)

(b) (5)

# Priorities Brief



## Strategic Planning and Analysis Directorate

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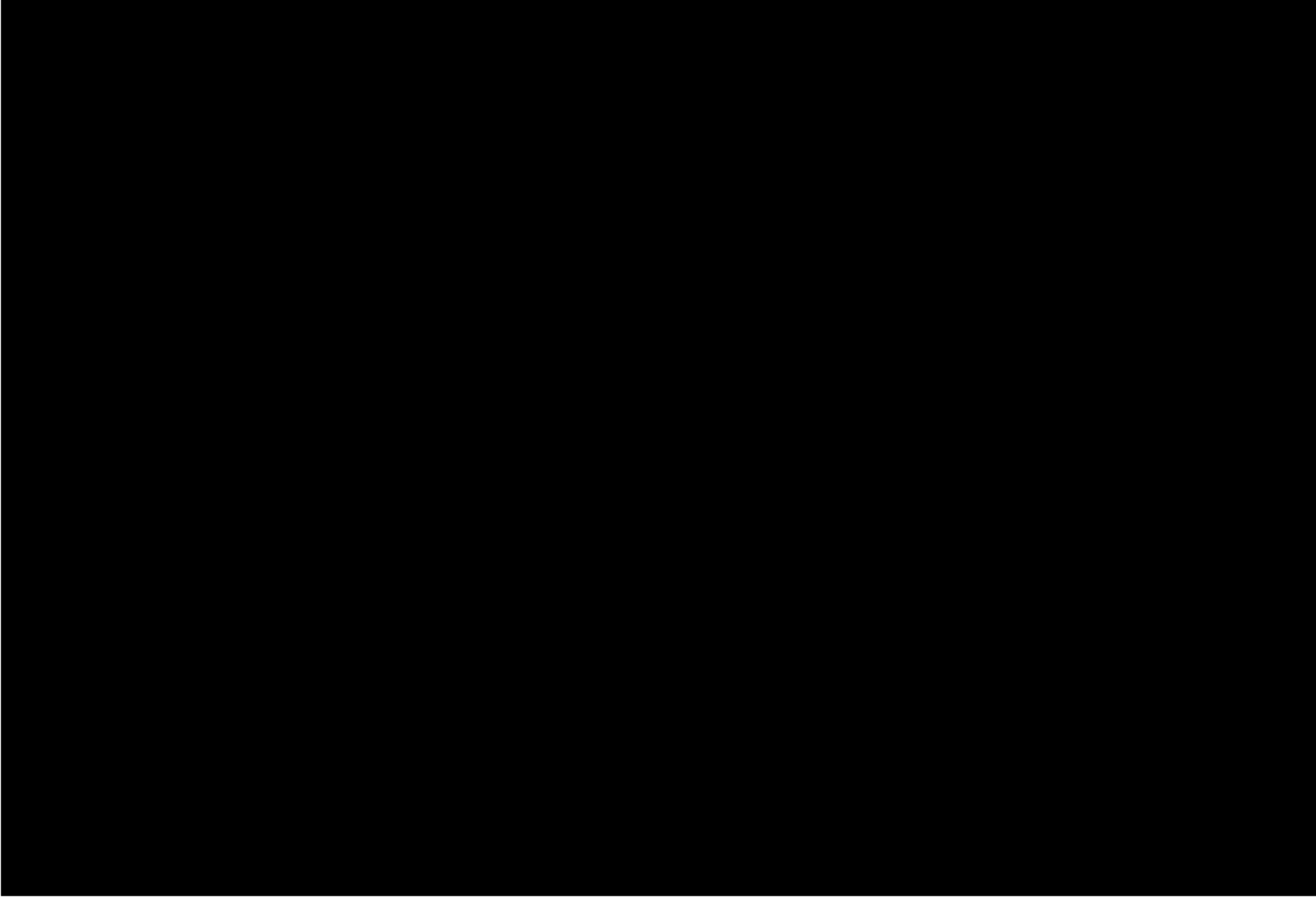
August 1, 2018

- *3<sup>rd</sup> Quarter—FY18 USBP Priorities update* -
- *Potential FY19 USBP Priorities* -

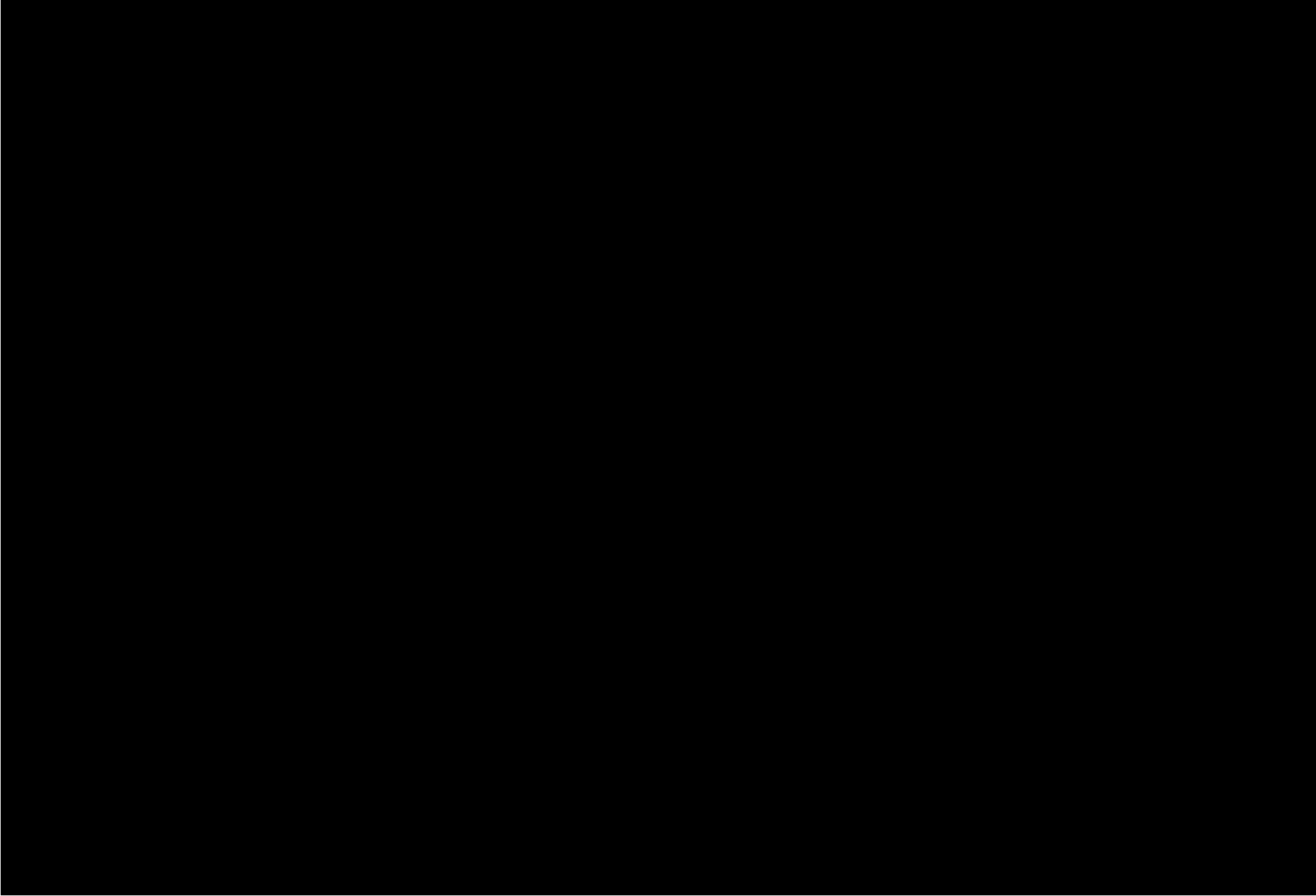


U.S. Customs and  
Border Protection

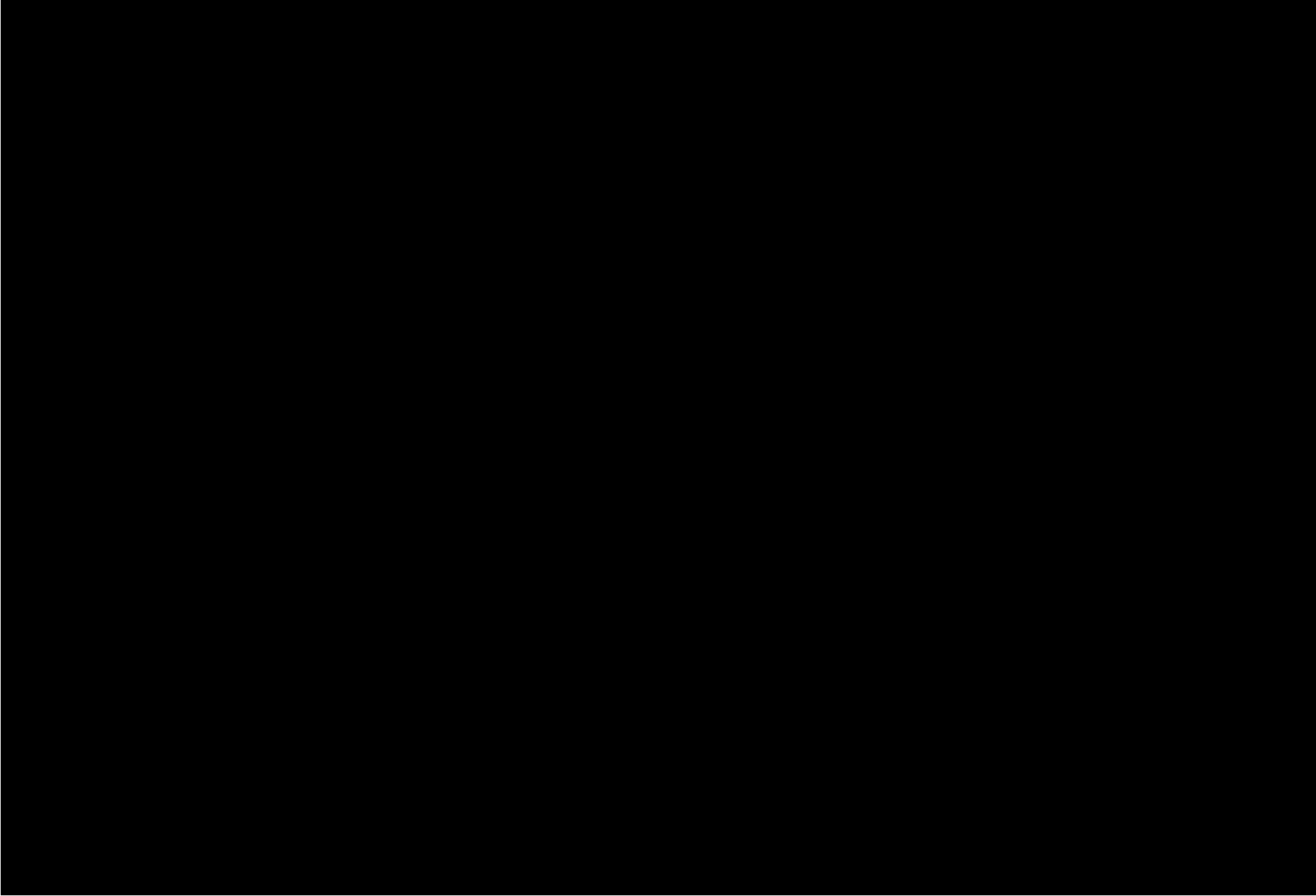
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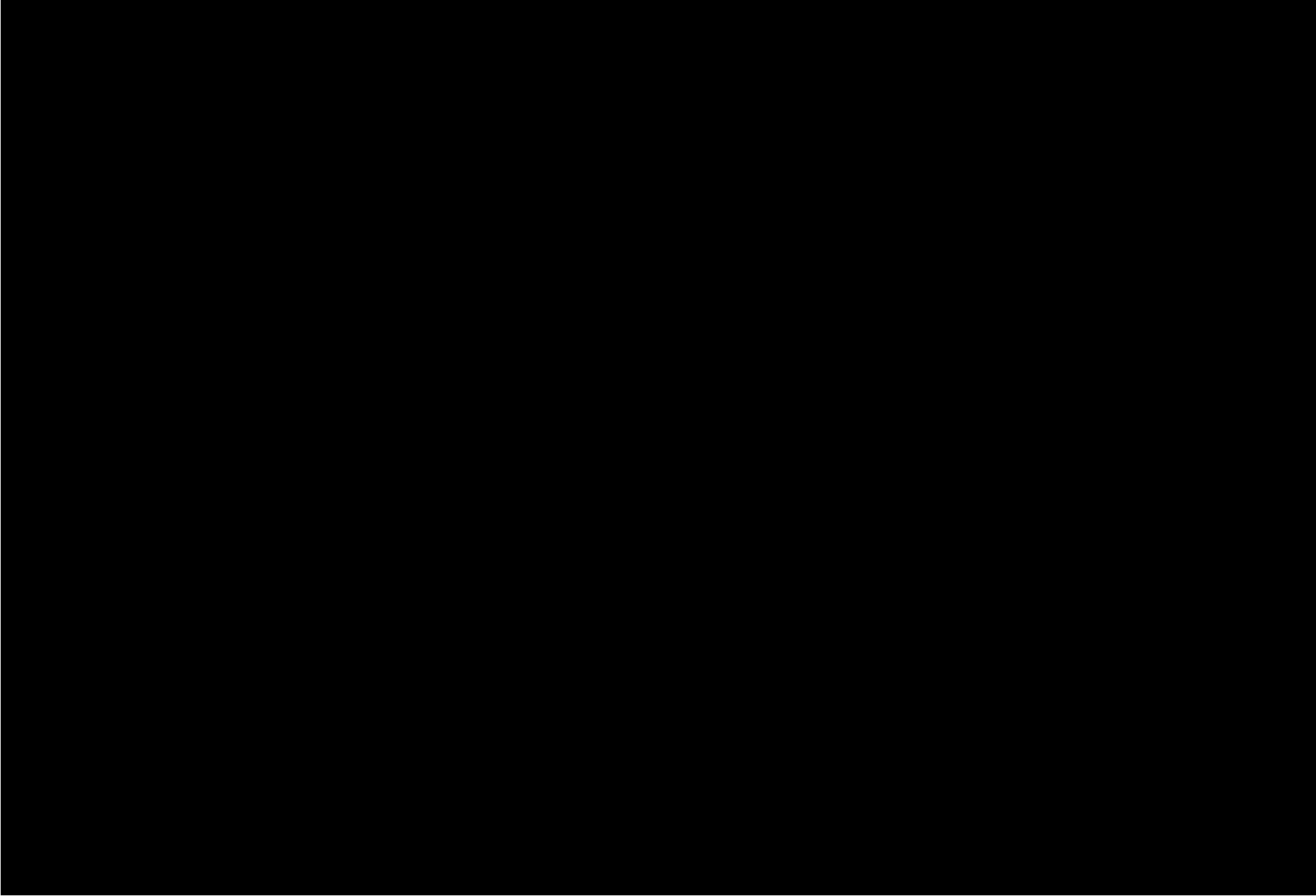
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(b) (5), (b) (6), (b) (7)(C), (b) (7)(E)



(b) (5), (b) (6), (b) (7)(C), (b) (7)(E)



## 5. Priority: Personnel Requirements Determination ( B1 Priority)

R

Y

G

3rd Q FY18

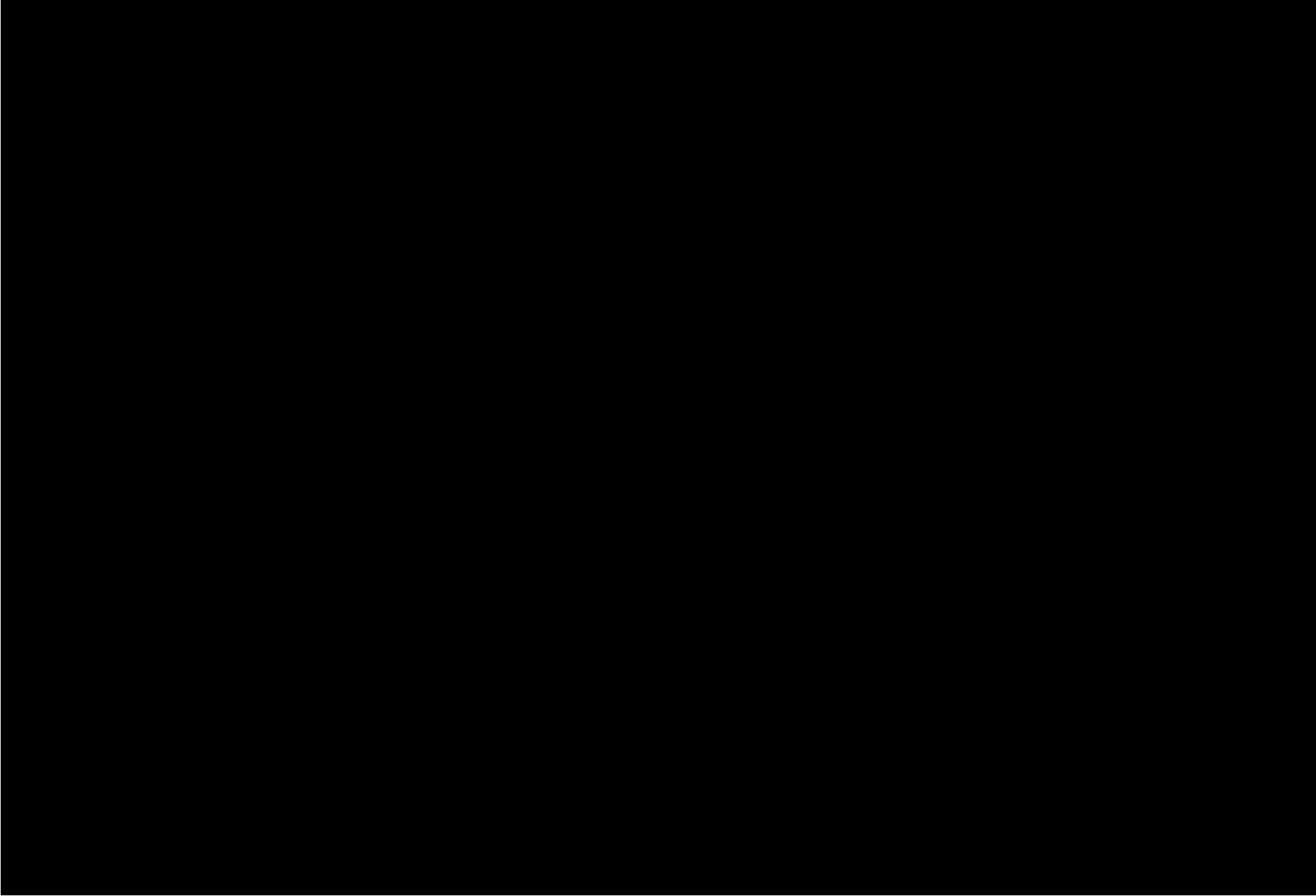
POC's: Chief Robert Boatright

LEAD

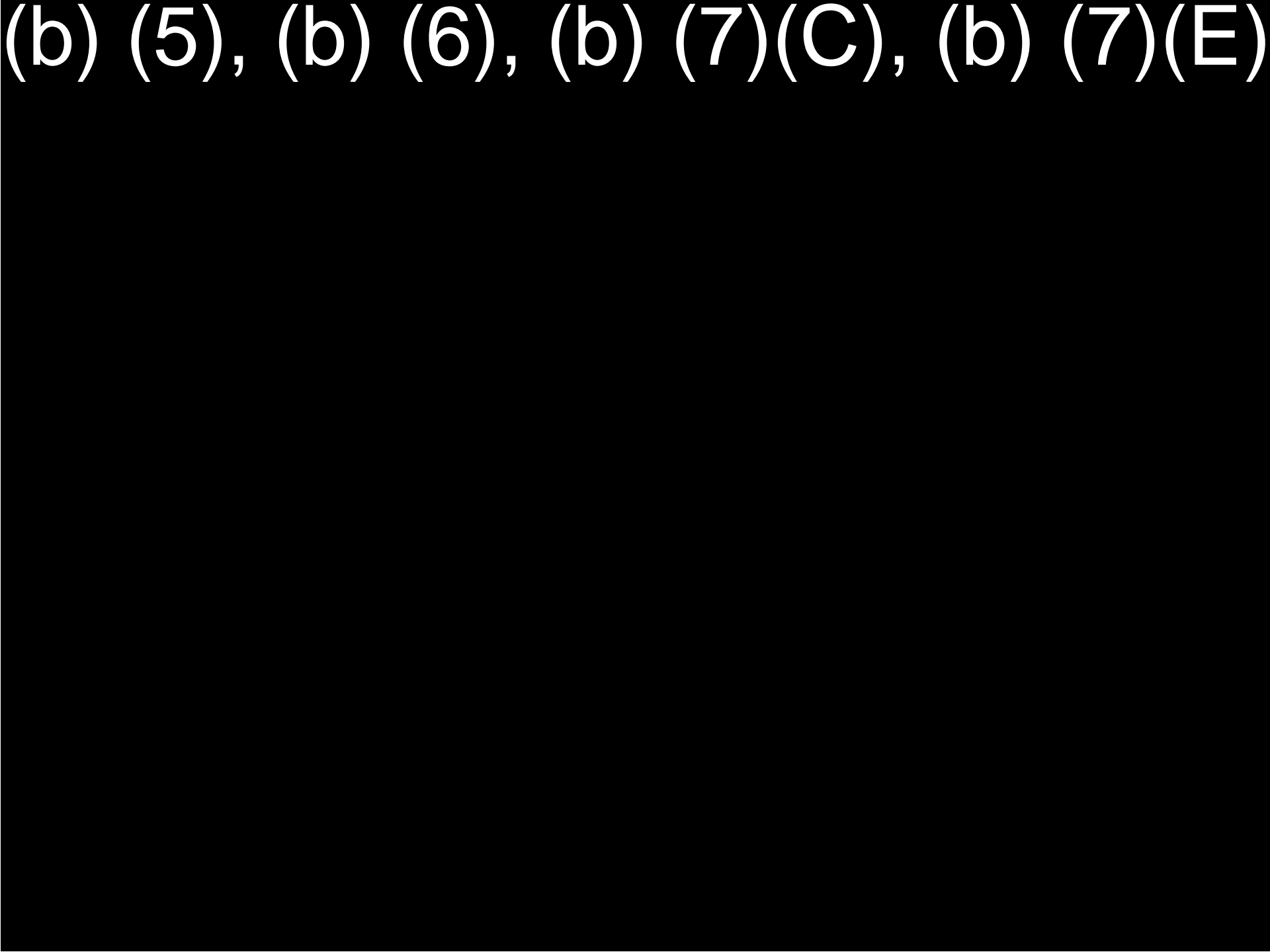
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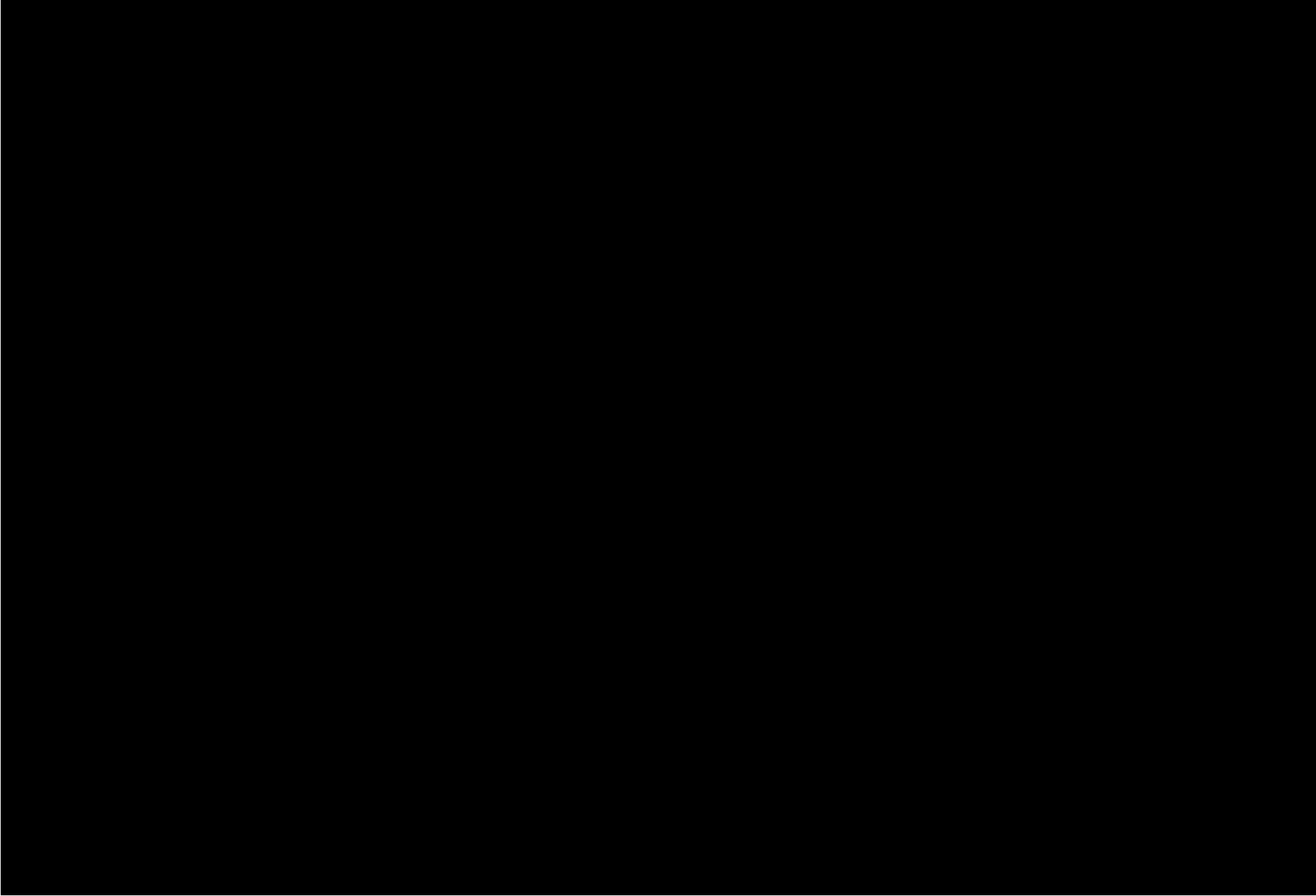
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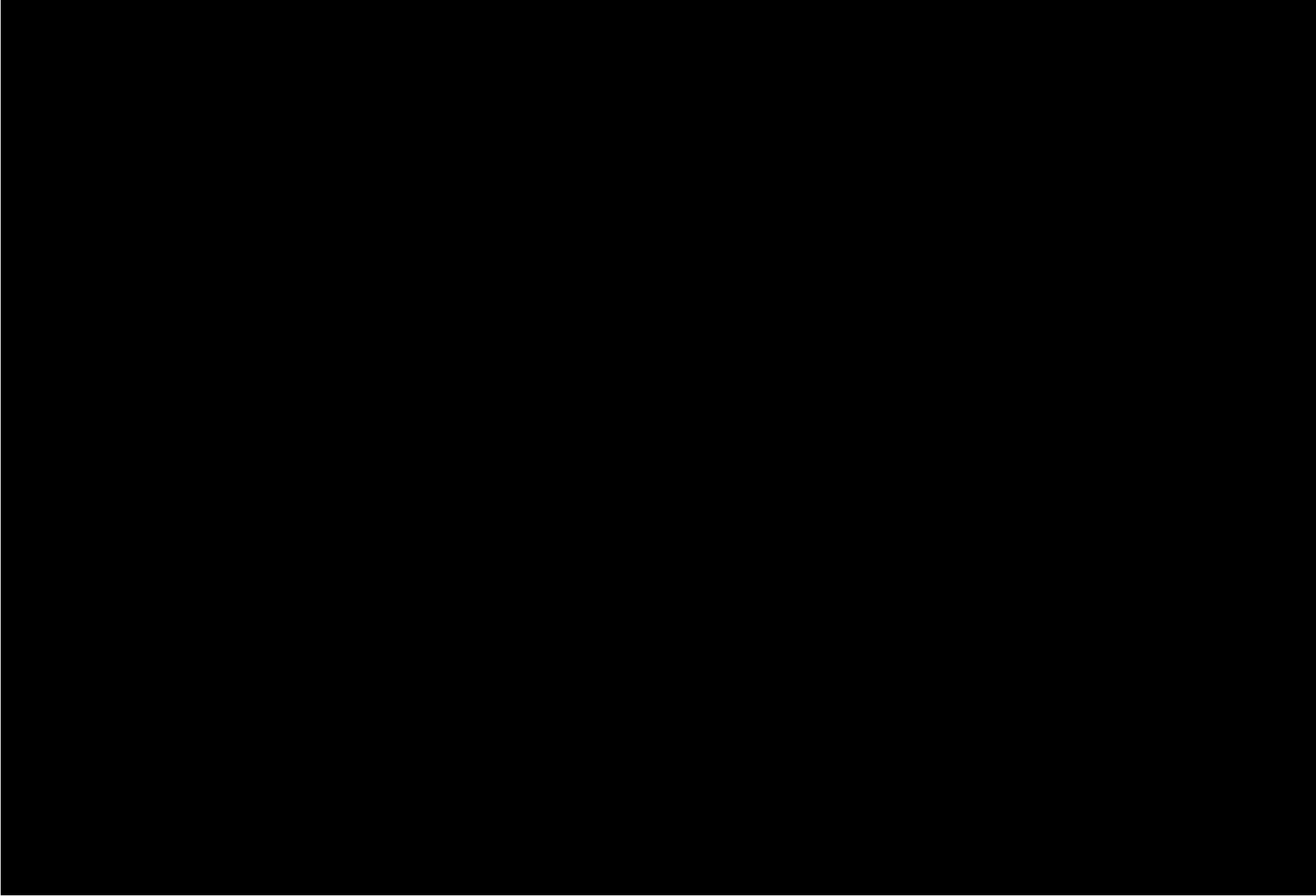
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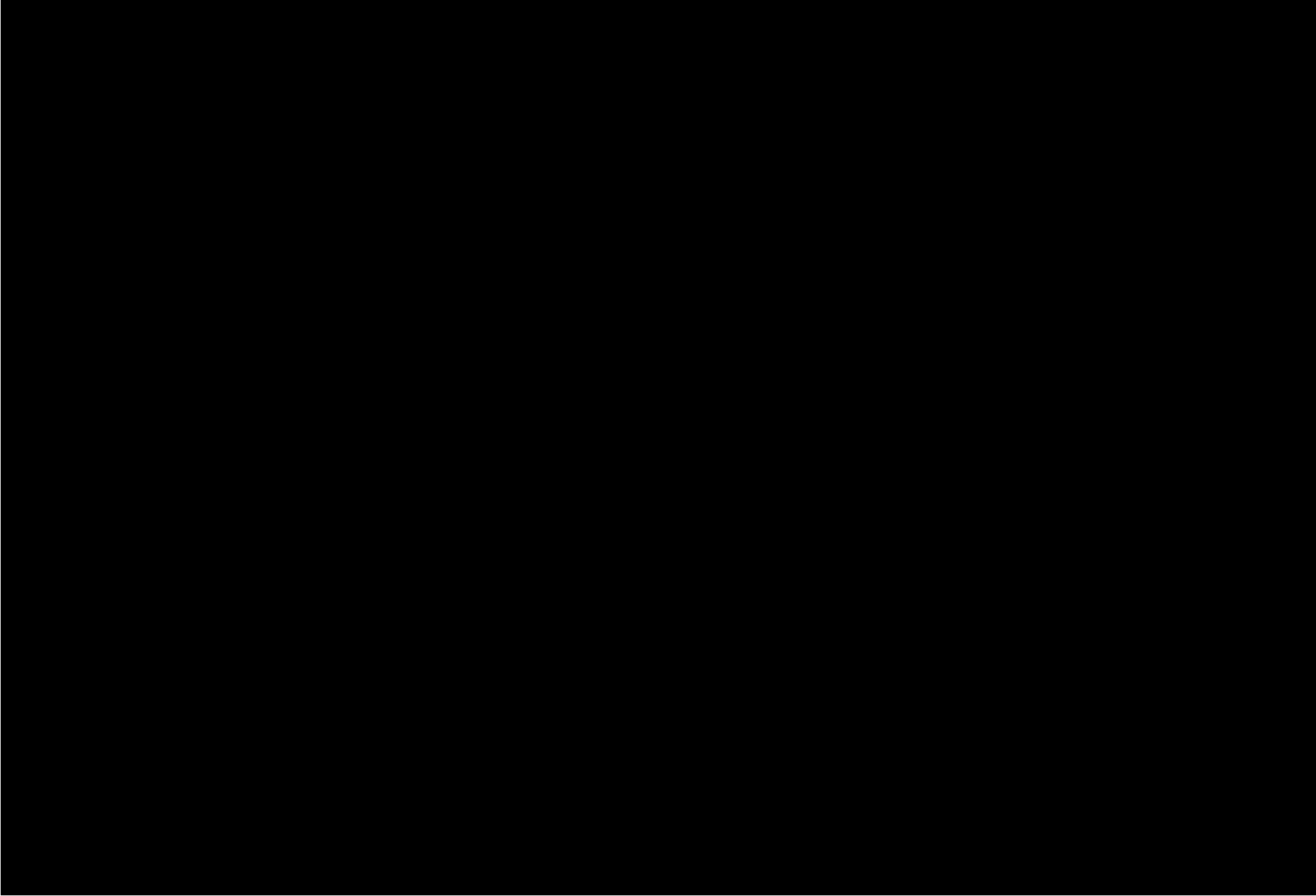
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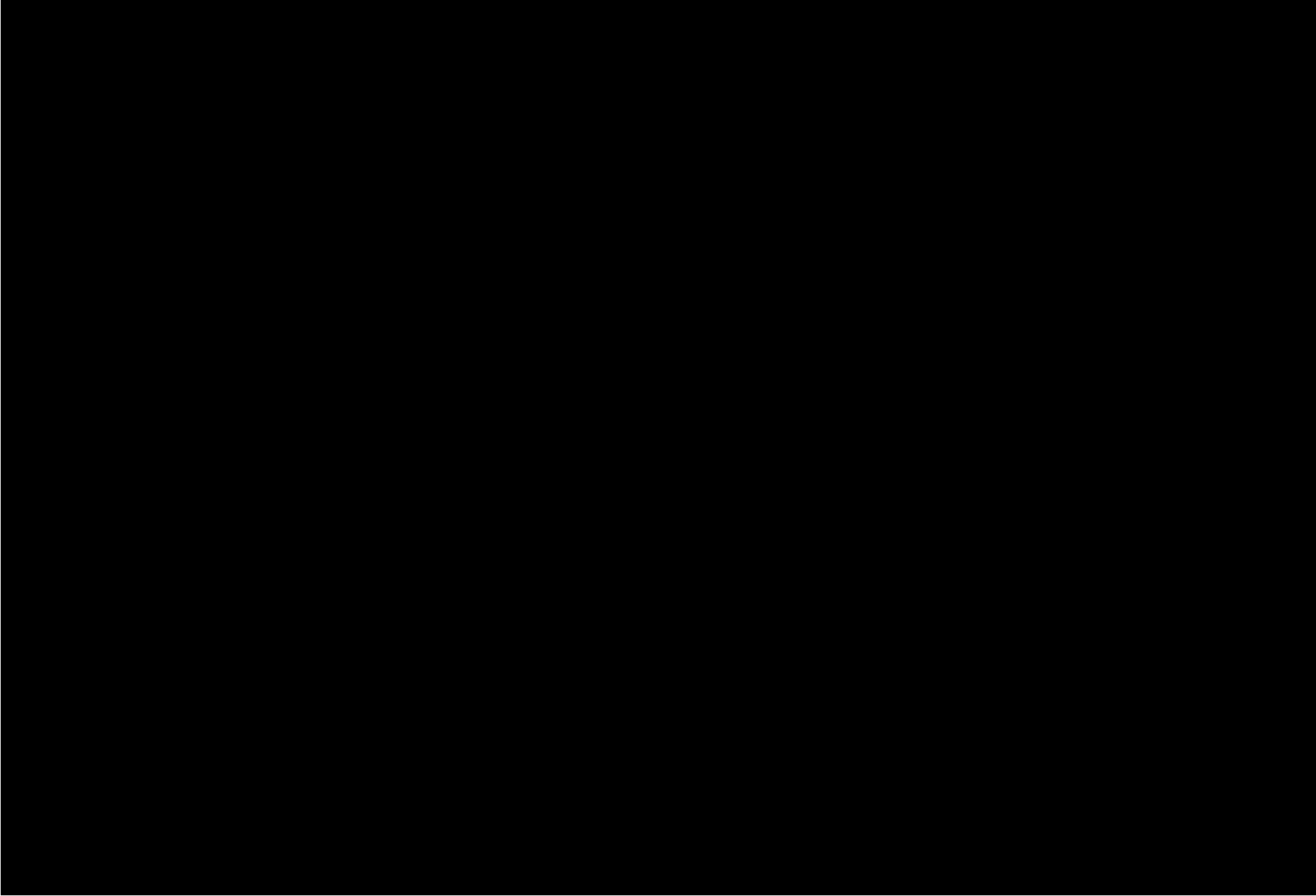
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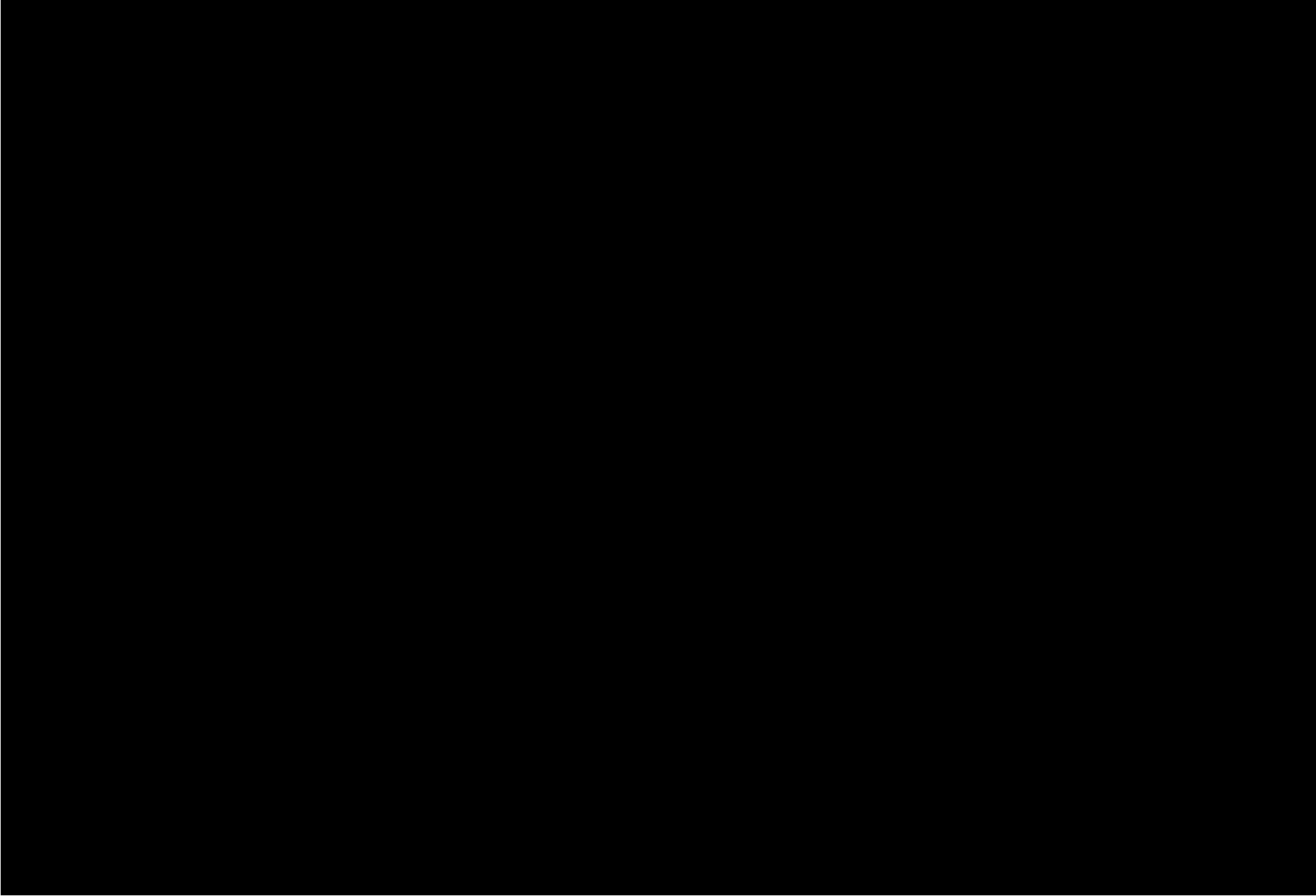
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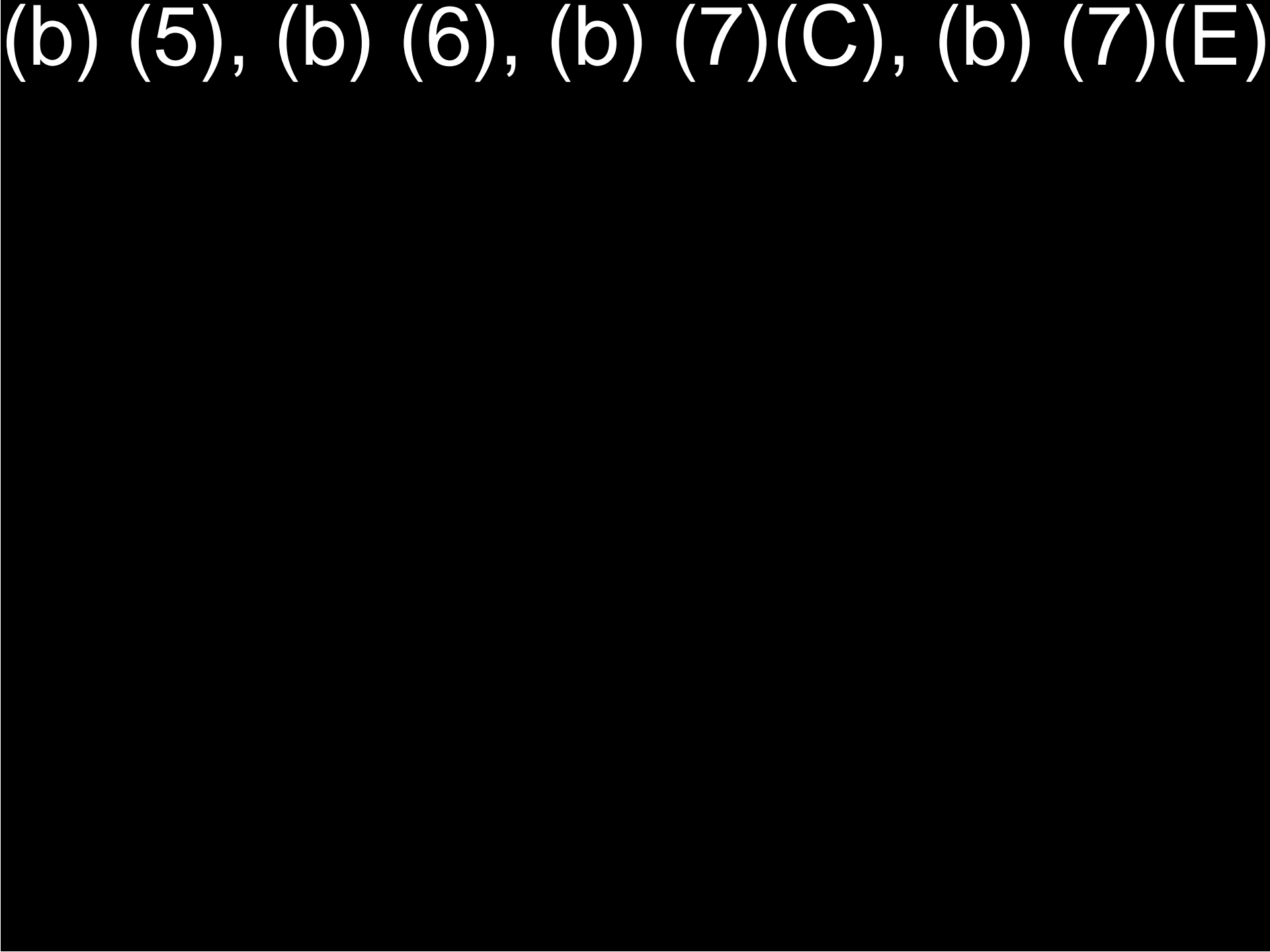
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(b) (5), (b) (6), (b) (7)(C), (b) (7)(E)

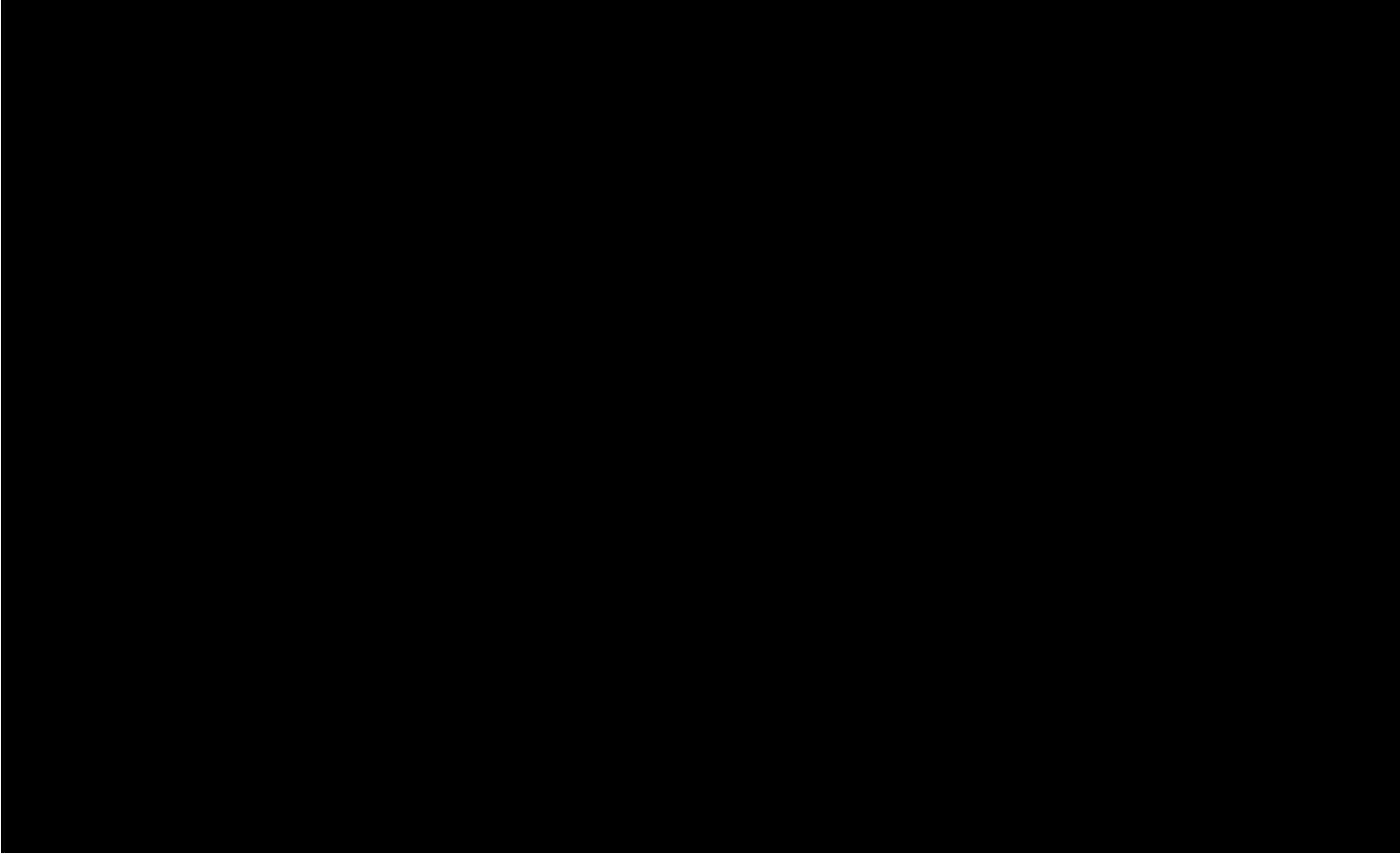


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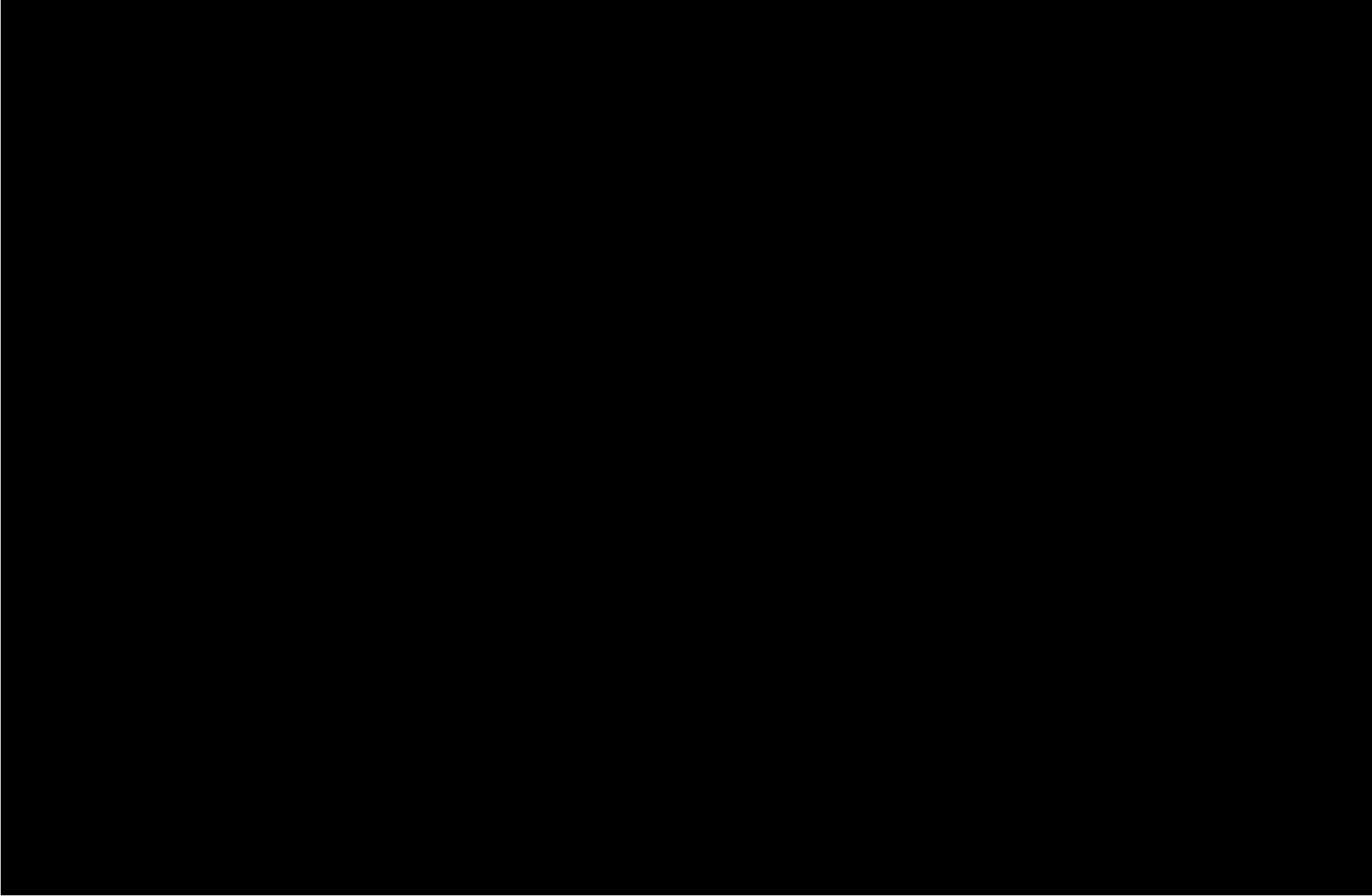


(b) (5), (b) (7)(E)

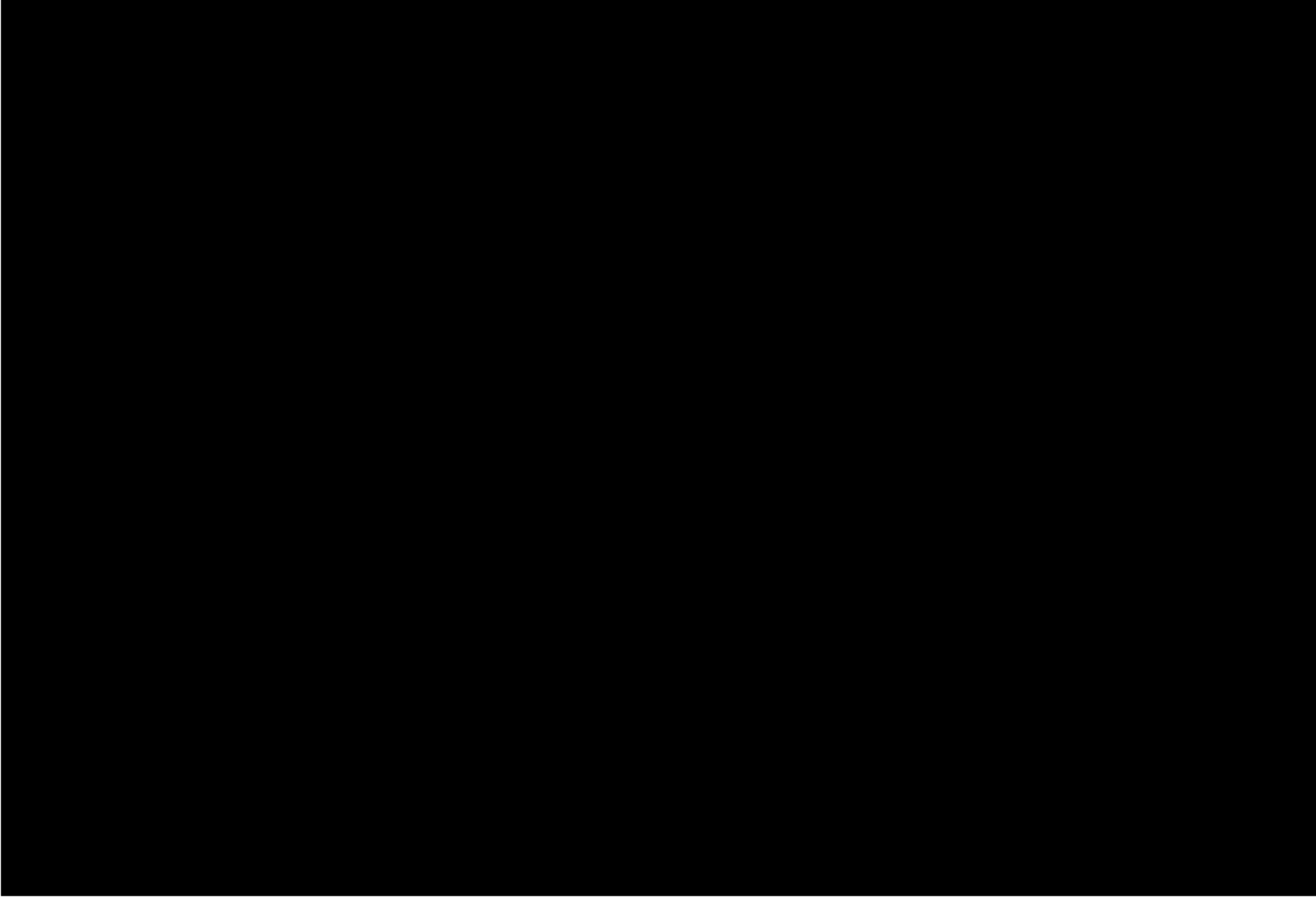


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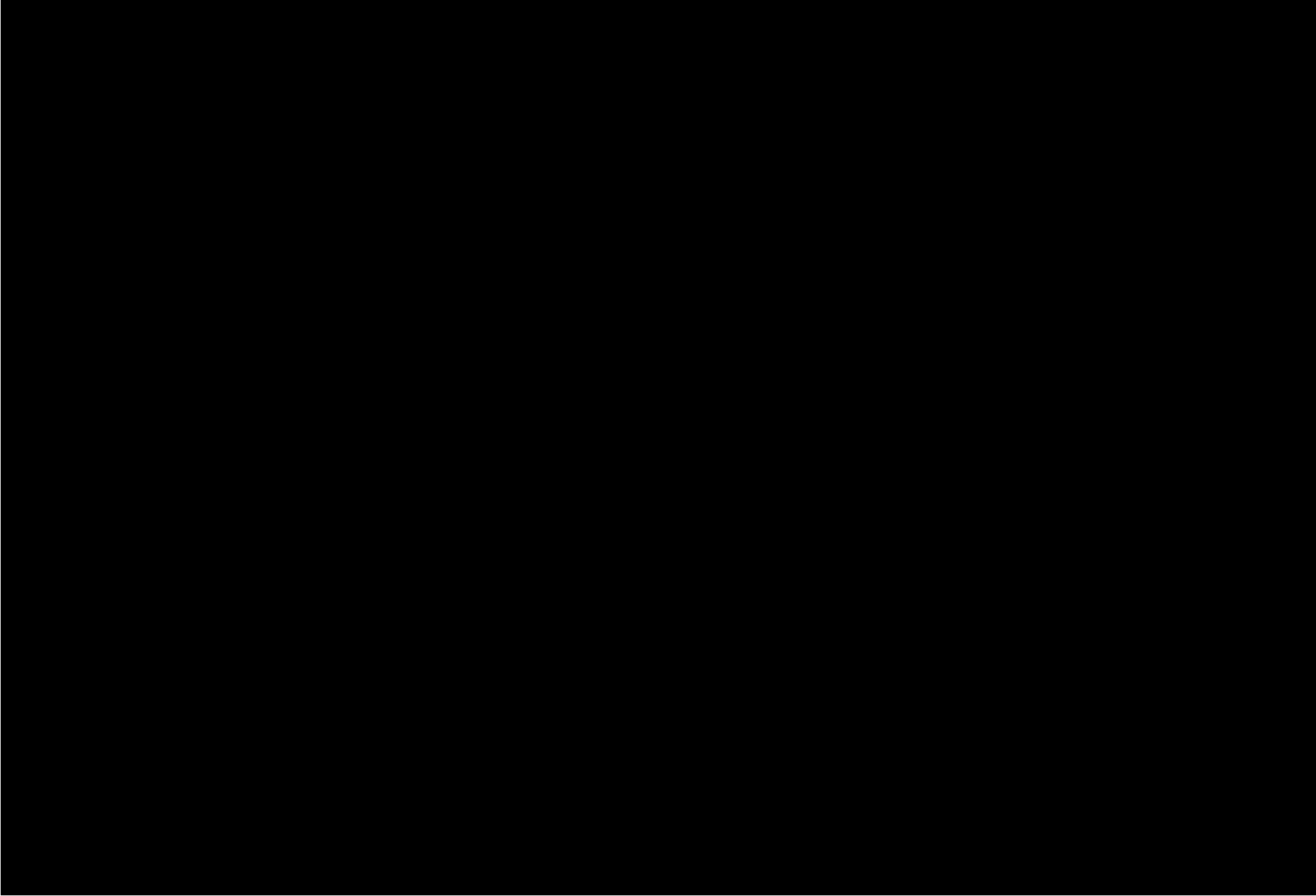
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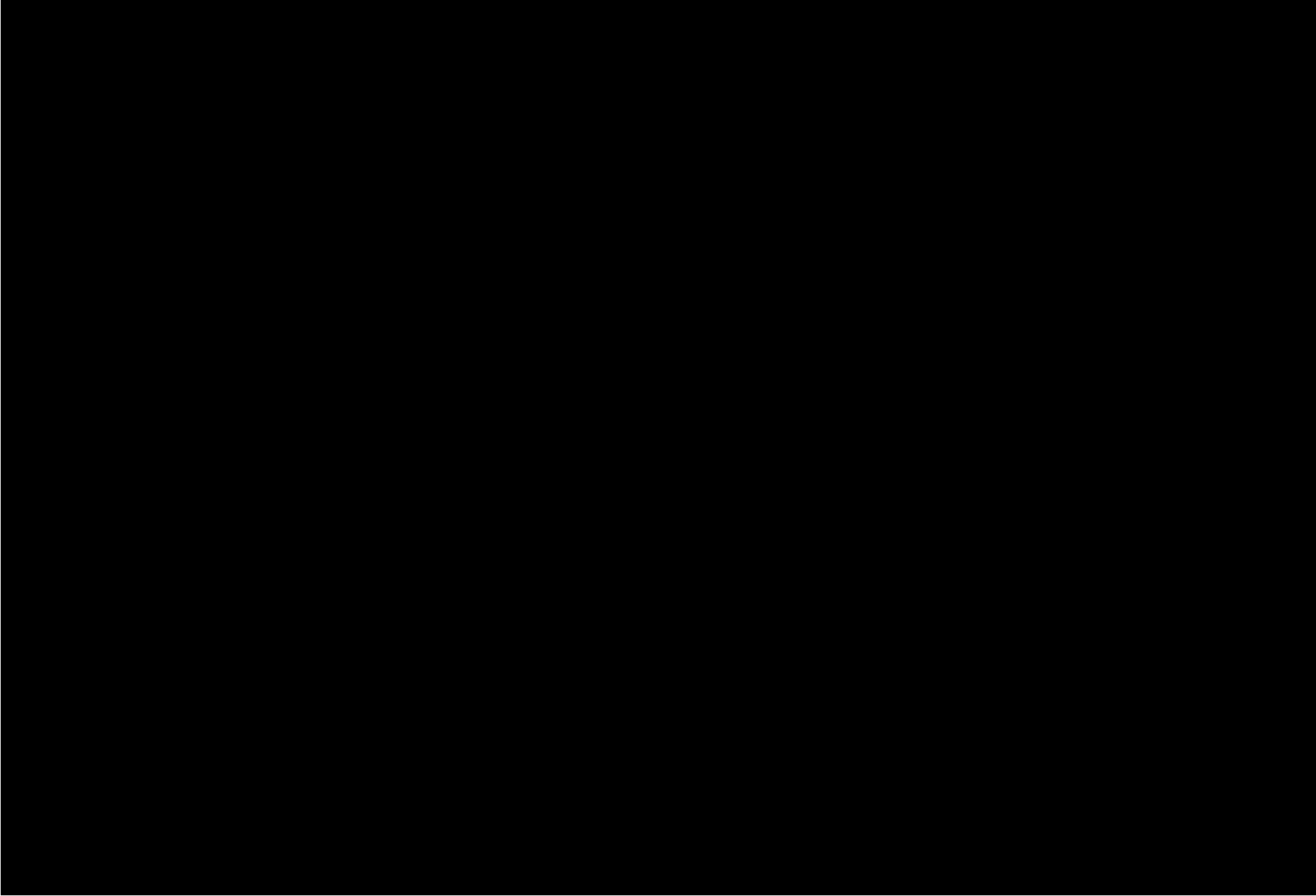
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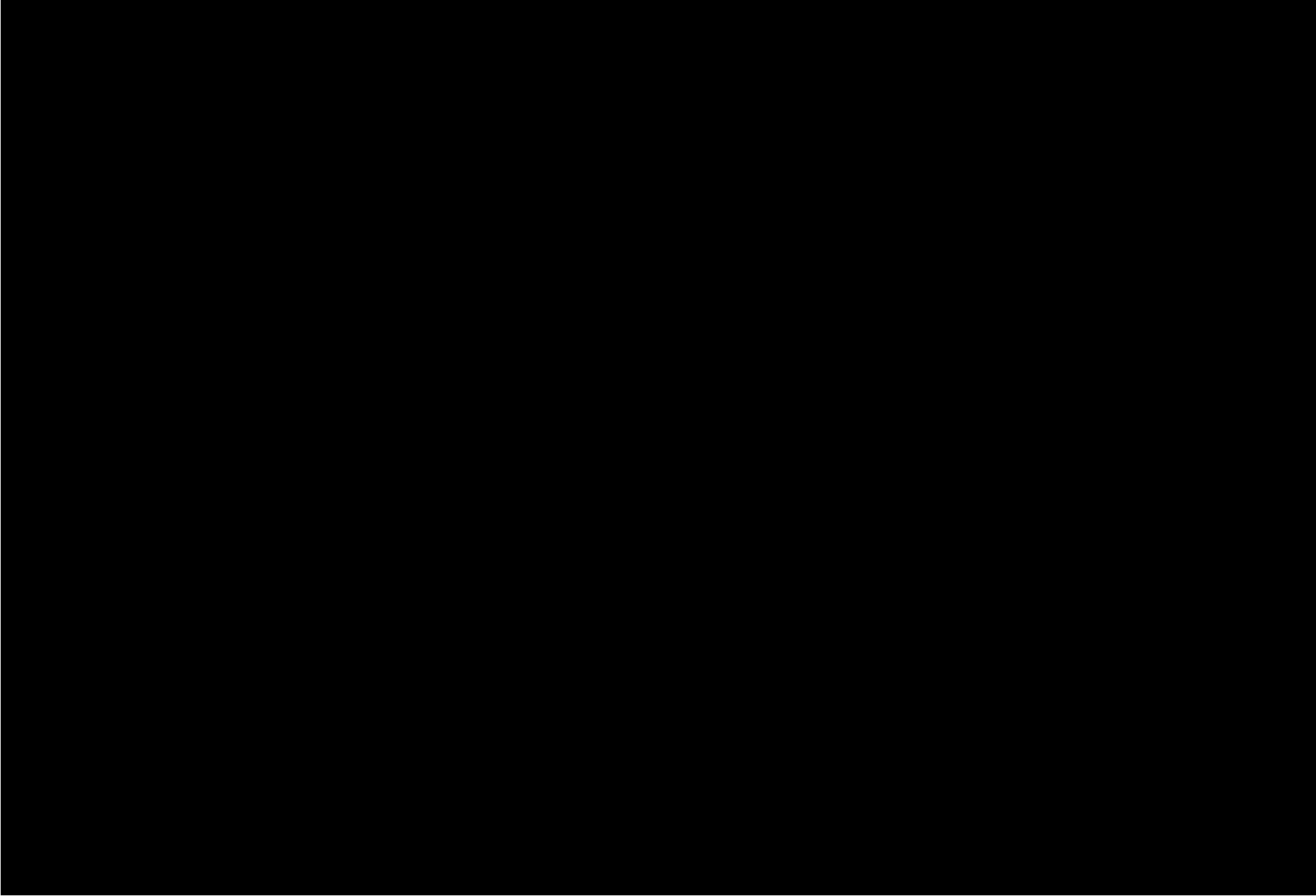
(b) (5), (b) (6), (b) (7)(C), (b) (7)(E)



(b) (5), (b) (6), (b) (7)(C), (b) (7)(E)



(b) (5), (b) (6), (b) (7)(C), (b) (7)(E)



## 5. Priority: Personnel Requirements Determination ( B1 Priority)

R

Y

G

3rd Q FY18

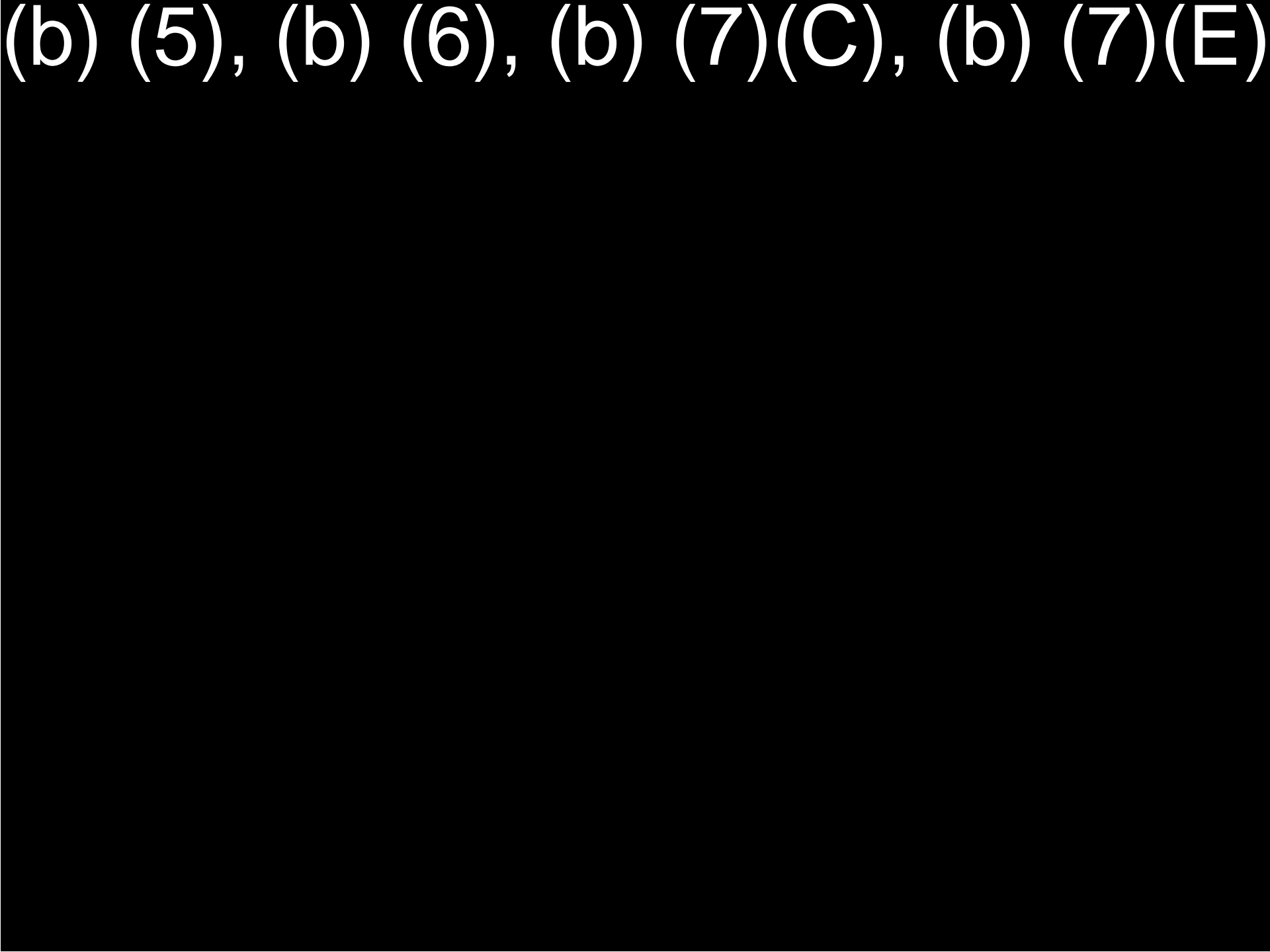
POC's: Chief Robert Boatright

LEAD

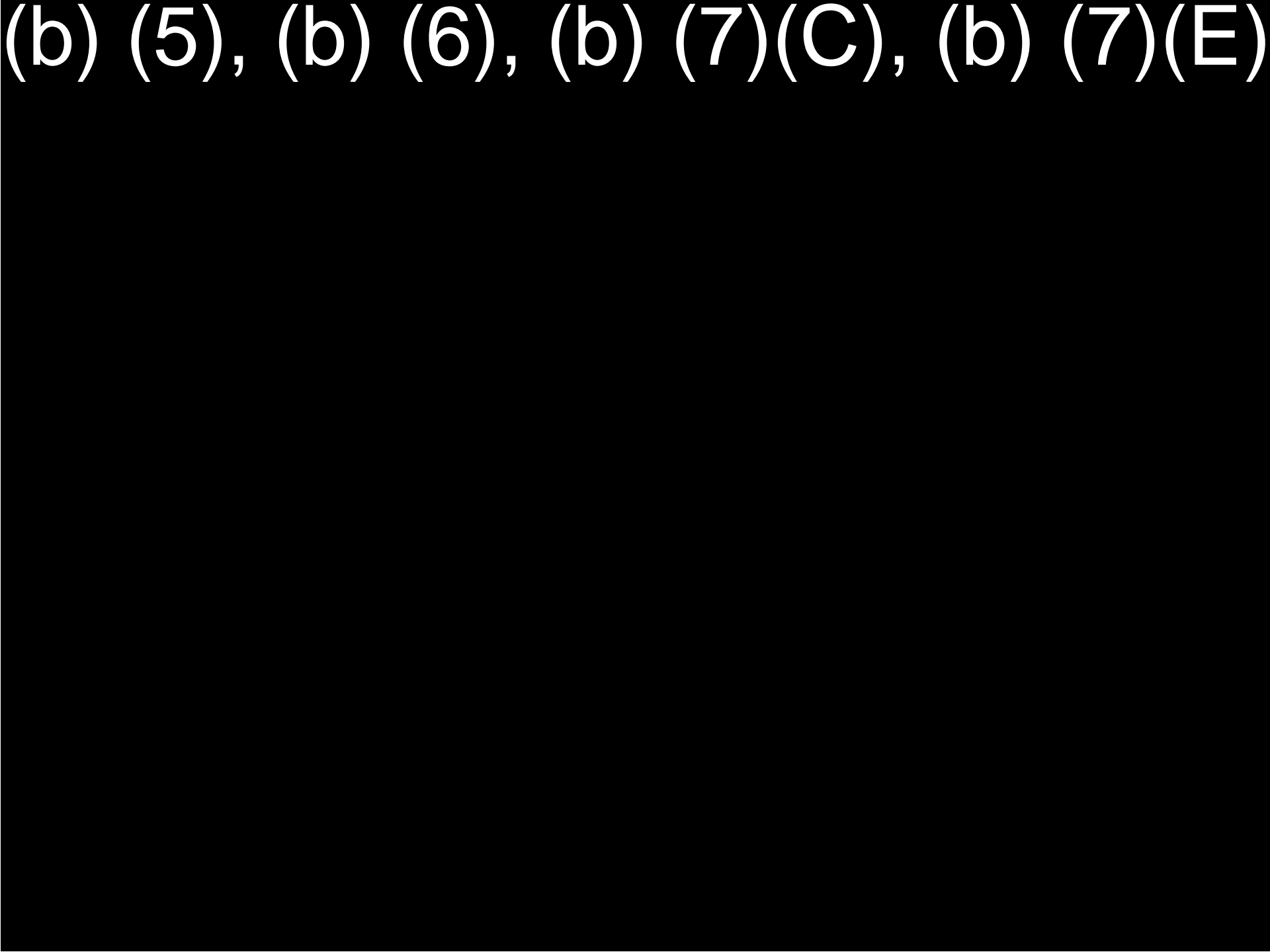
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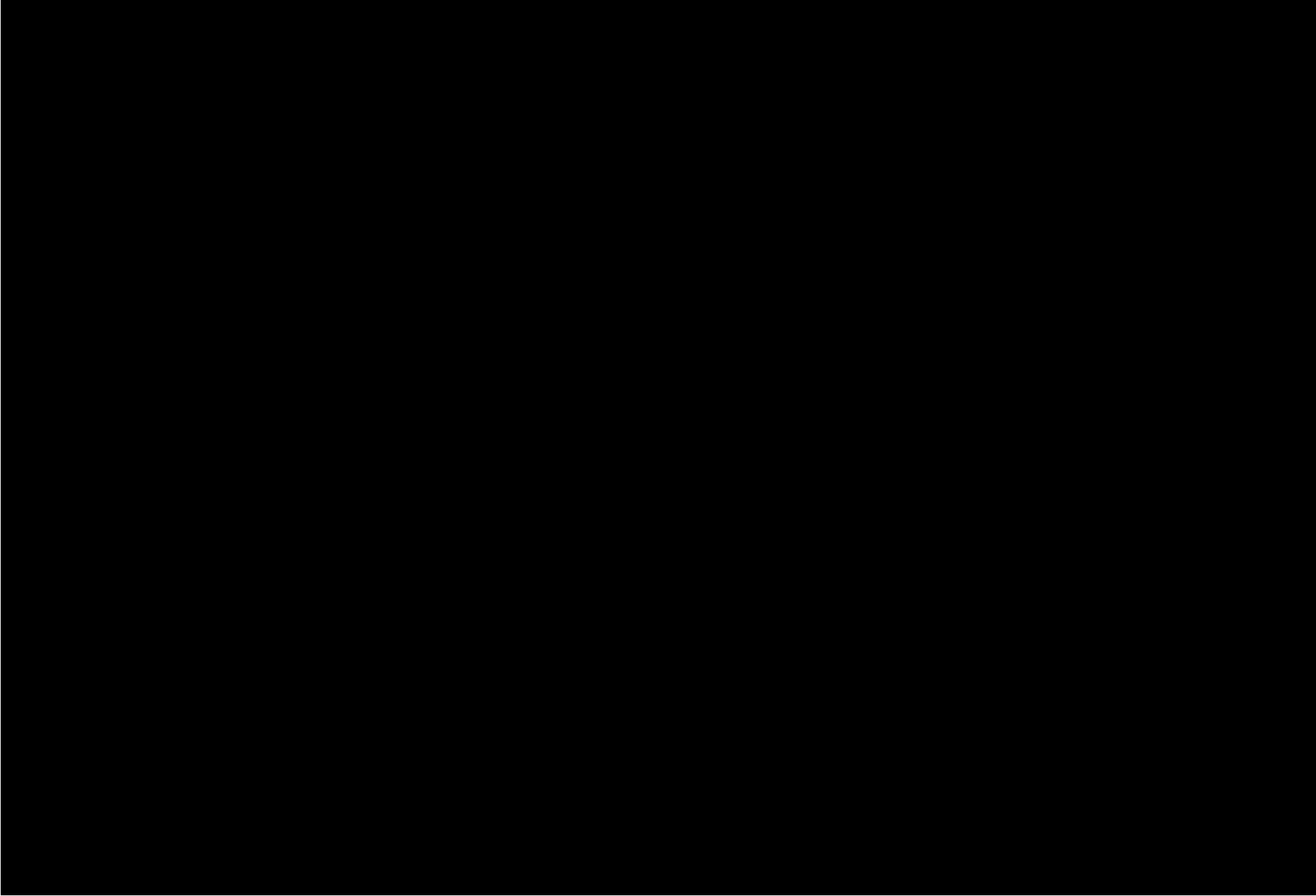
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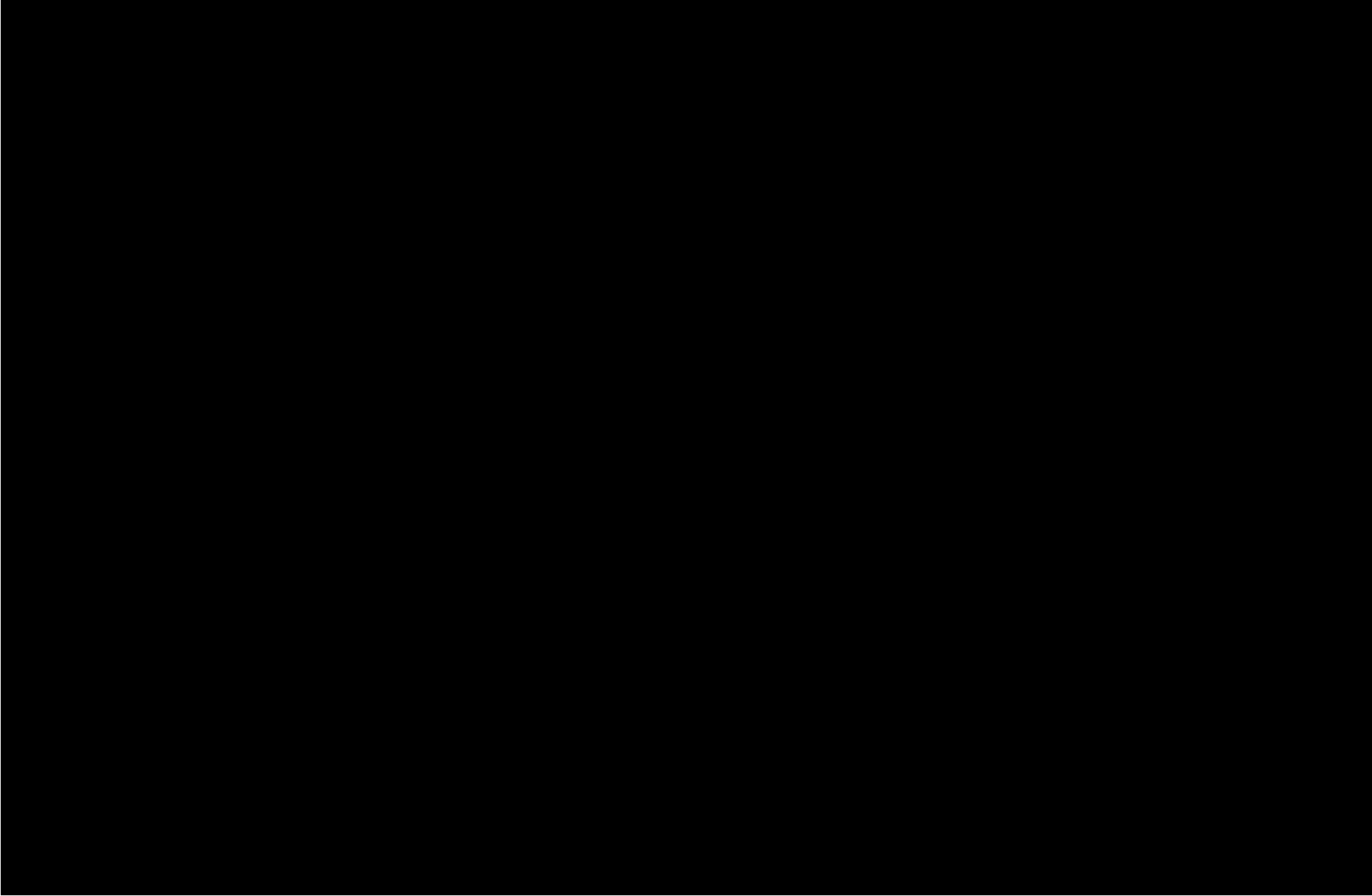
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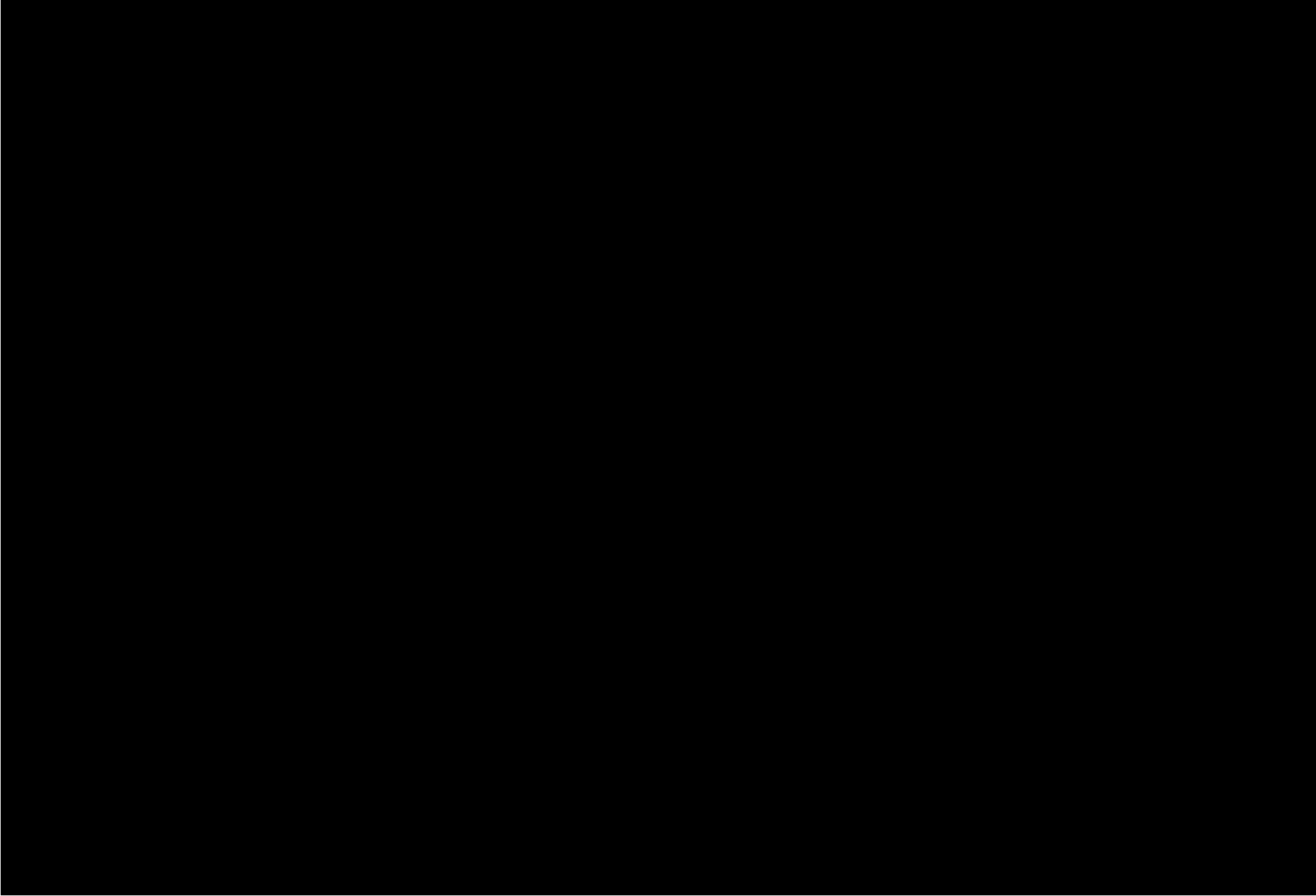
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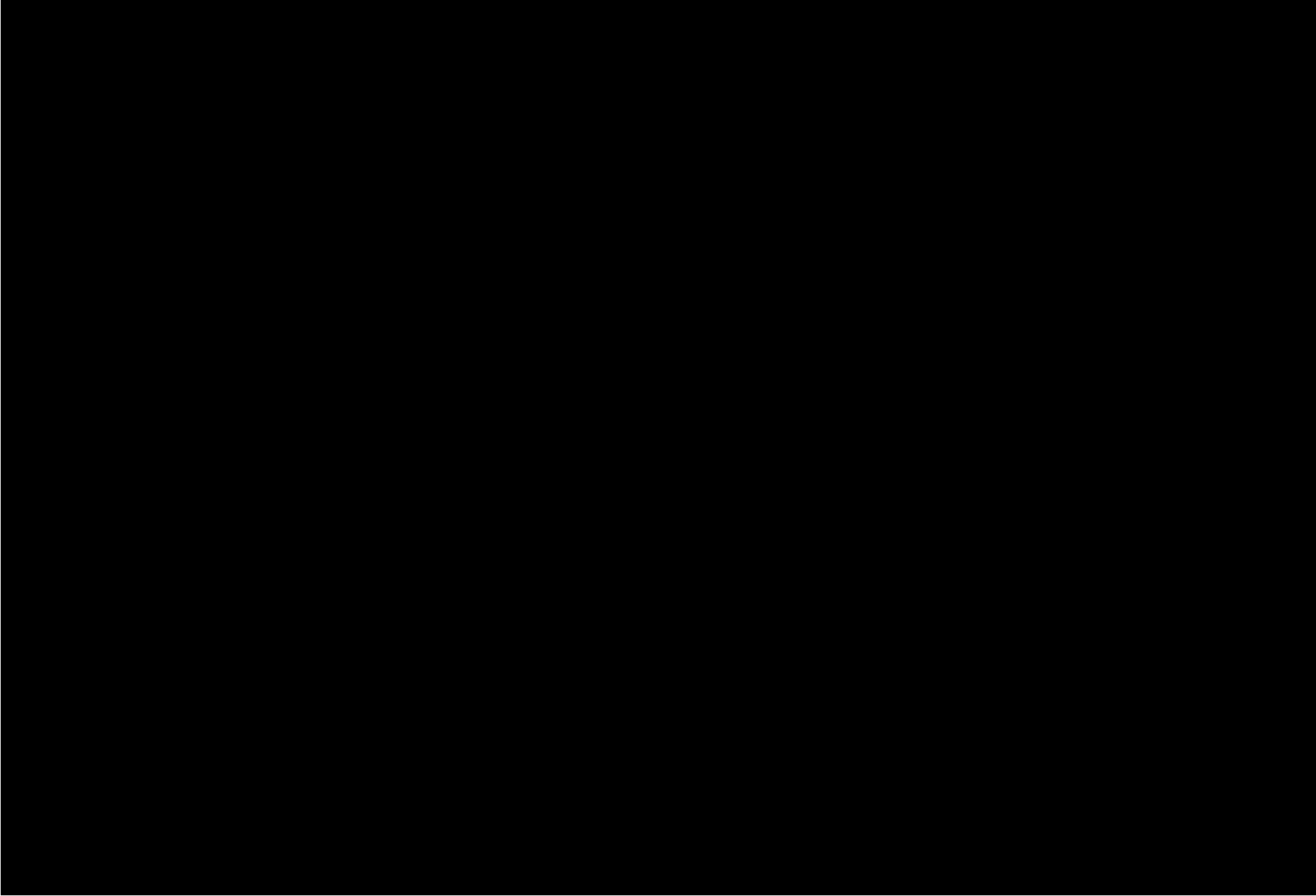
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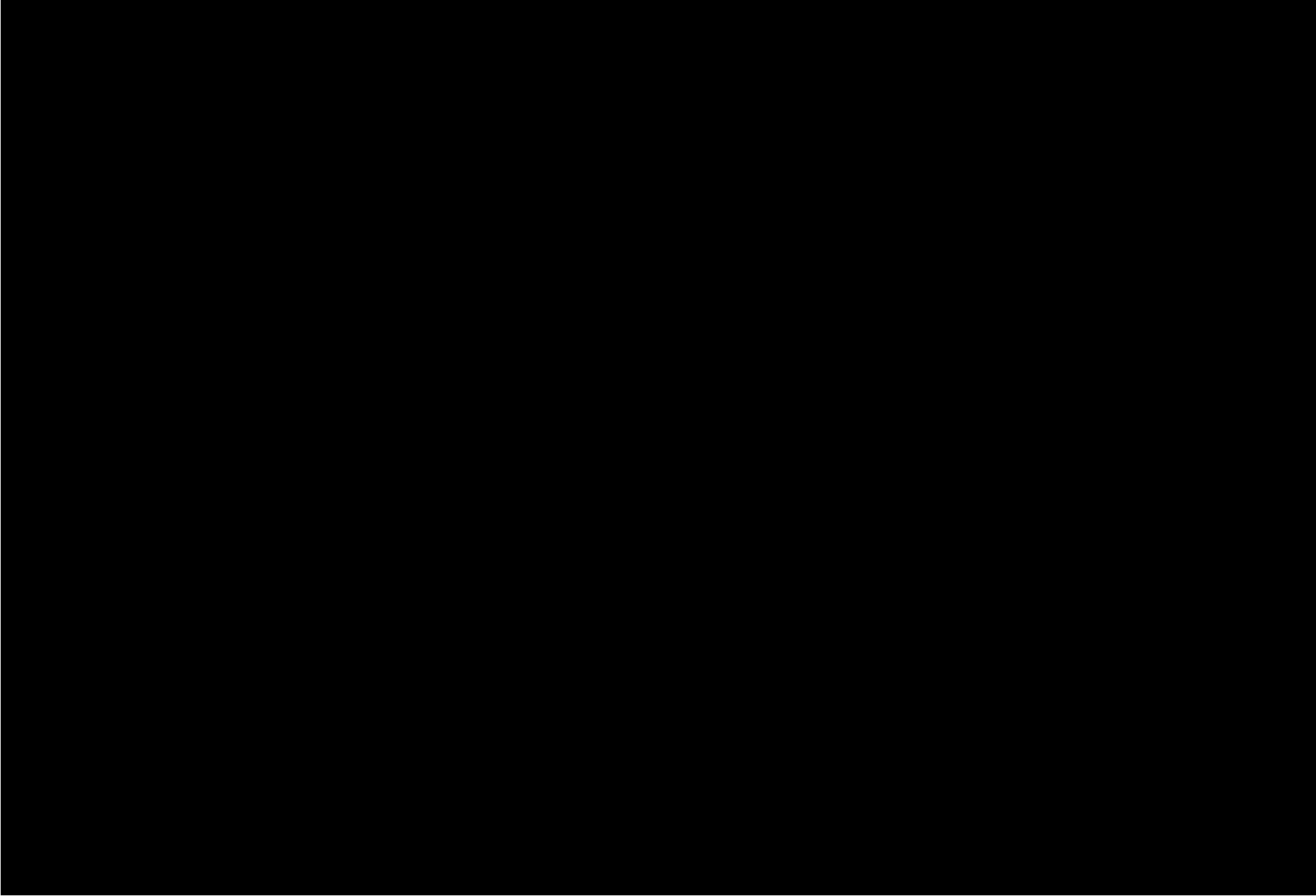
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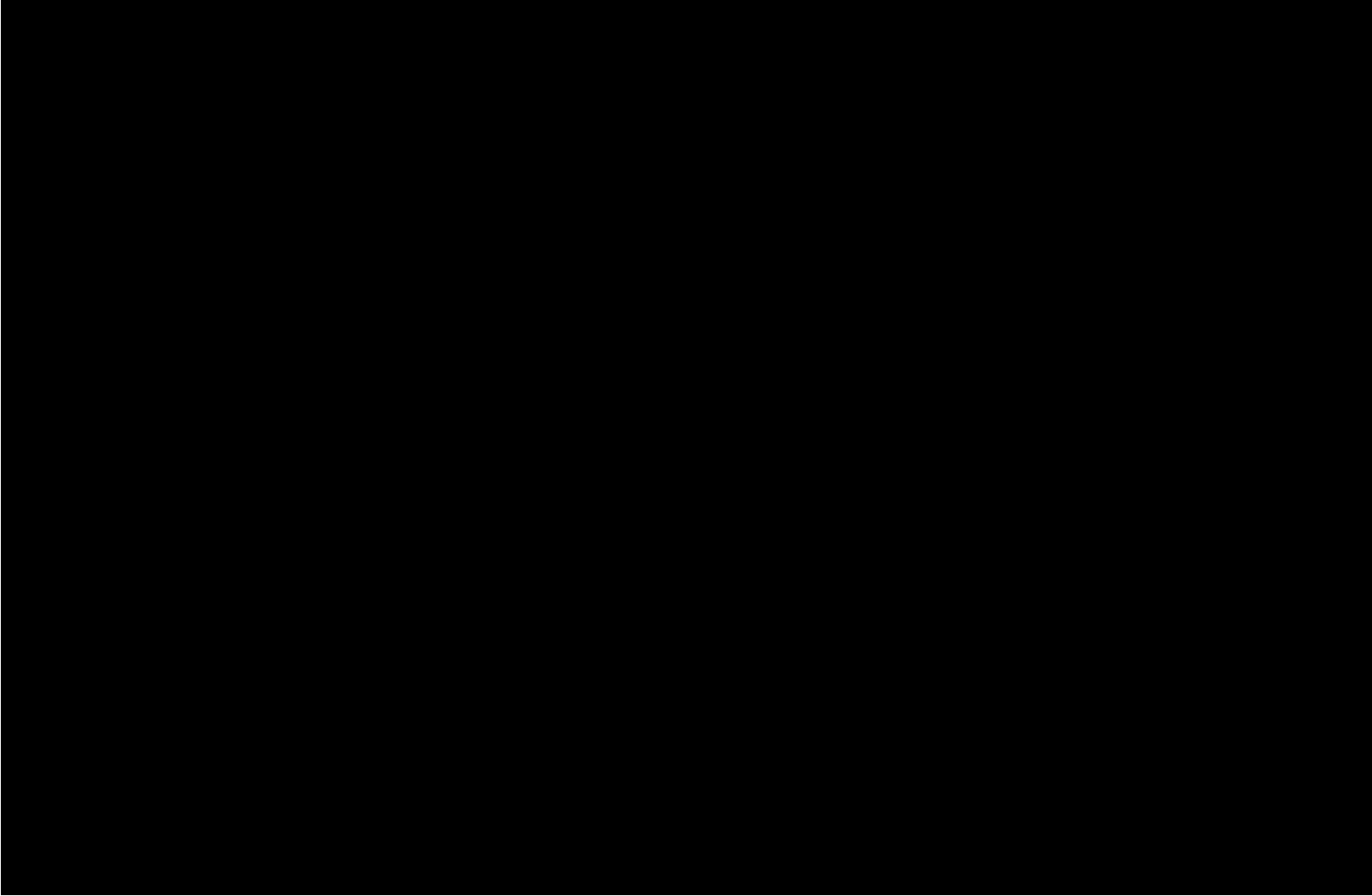
(b) (5), (b) (6), (b) (7)(C), (b) (7)(E)



(b) (5), (b) (6), (b) (7)(C), (b) (7)(E)

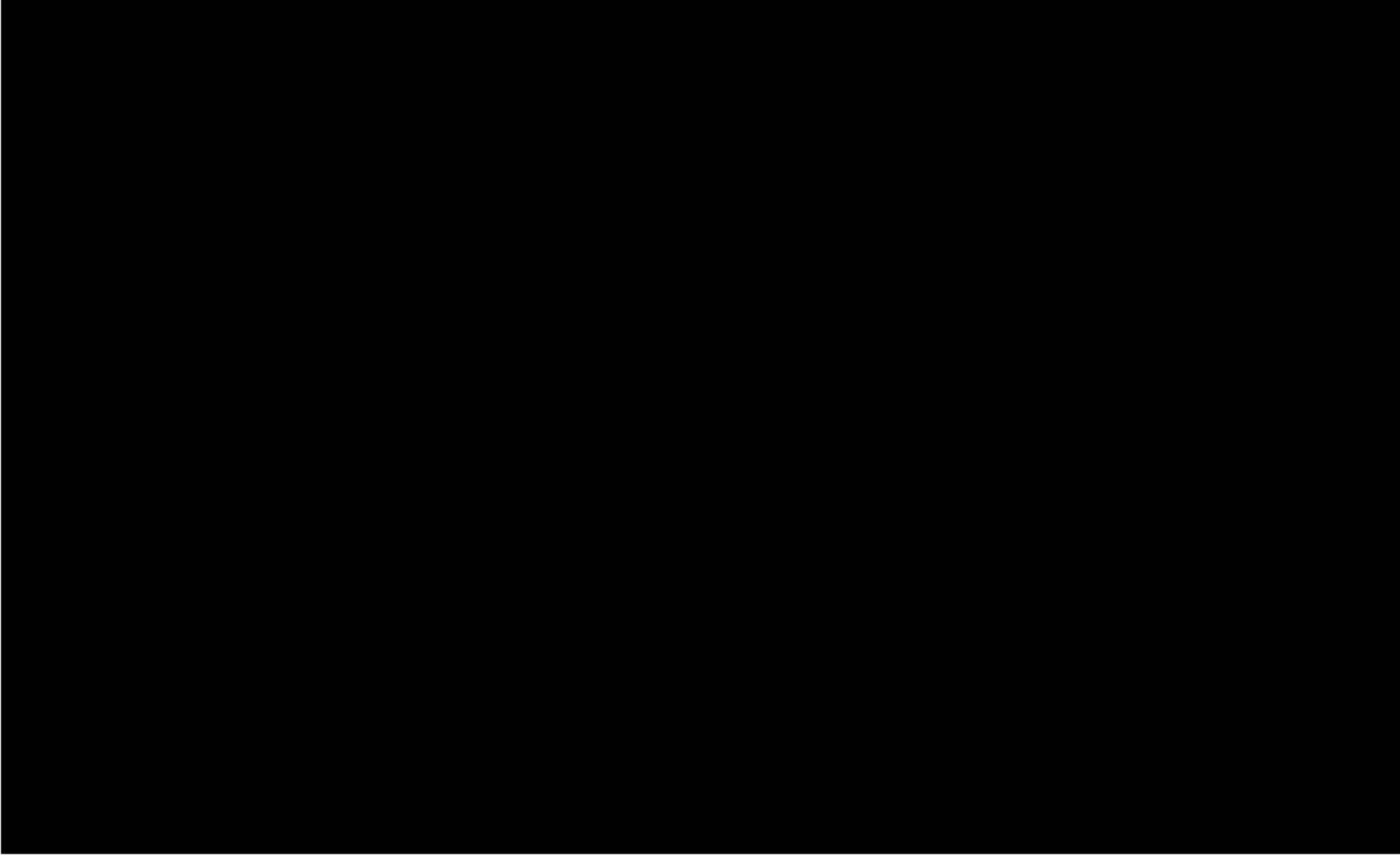


(b) (5), (b) (6), (b) (7)(C)



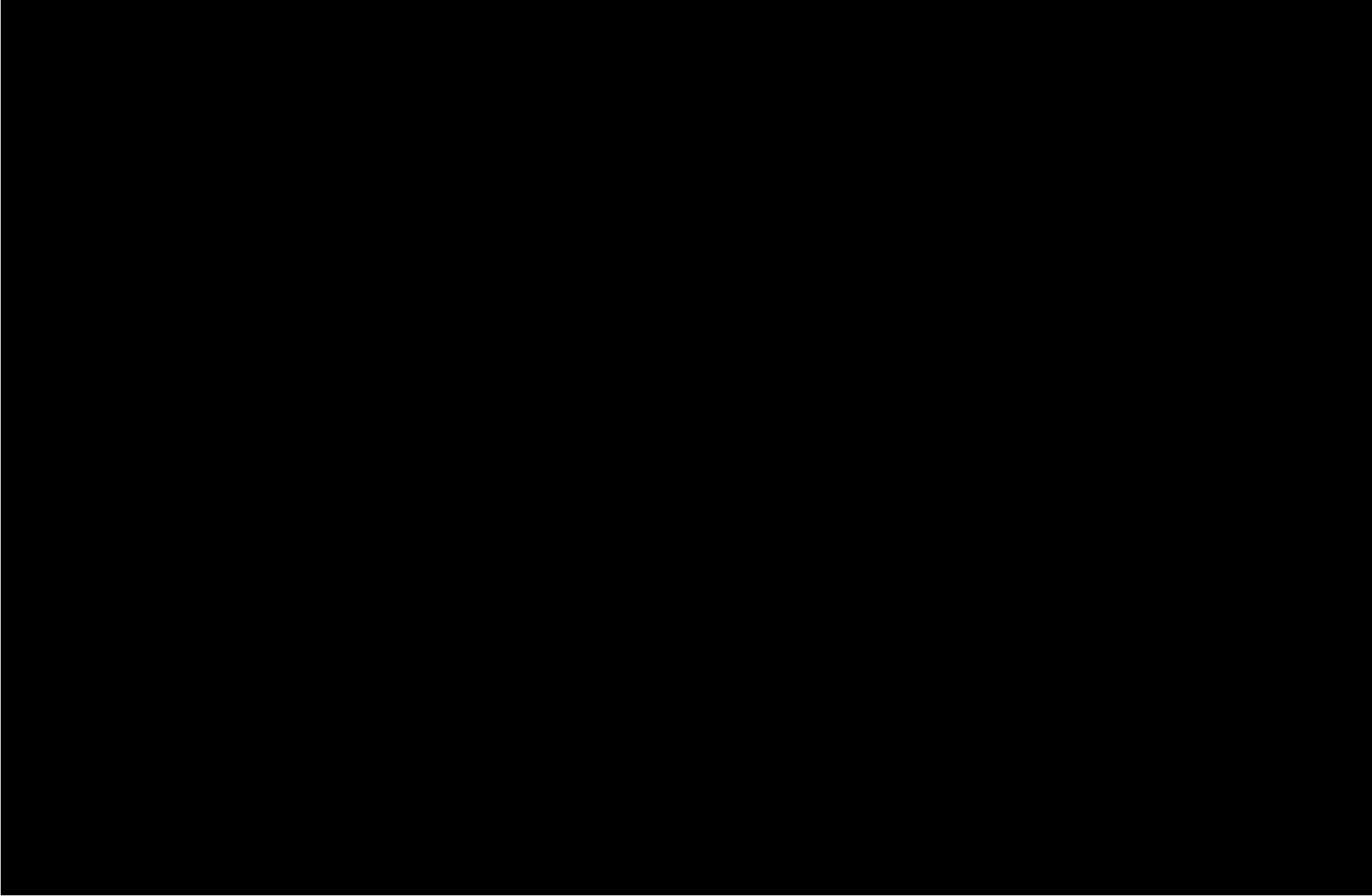


(b) (5), (b) (7)(E)



(b) (5)

(b) (5), (b) (6), (b) (7)(C)



(b) (6), (b) (7)(C)

**Subject:** 2018 CBP Advisor Workshop  
**Location:** University of Maryland Conf Center (RRB)  
**Start:** Tue 8/7/2018 8:45 AM  
**End:** Tue 8/7/2018 9:30 AM  
**Recurrence:** (none)  
**Meeting Status:** Meeting organizer  
**Organizer:** PROVOST, CARLA (USBP)  
**Required Attendees:** (b) (6), (b) (7)(C)

Workshop for CBP Attaches and Advisors worldwide.

- ASC (b) (6), (b) (7)(C) will be leading the USBP briefing on the USBP involvement with BitMap.

Speaking venue: Overarching USBP 101 speech to the current Attaches/Advisors on the USBP Mission and update on Operations (e.g., Wall, political tempo PAG OCG, Zero Tolerance, etc) The speech is broad and open to edit as needed. We can mitigate down the speaking requirement to open up Q&A if you would so choose.

Duration: 30 mins allotted.

Discussion Topic(s): to be chosen by B1. Taskers to the appropriate Directorate for any desired stats or talking points will be coordinated by the adjutants.

Working format: to thank

Respectfully,

Assistant Chief (b) (6), (b) (7)(C)

Adjutant of Chief Carla L. Provost

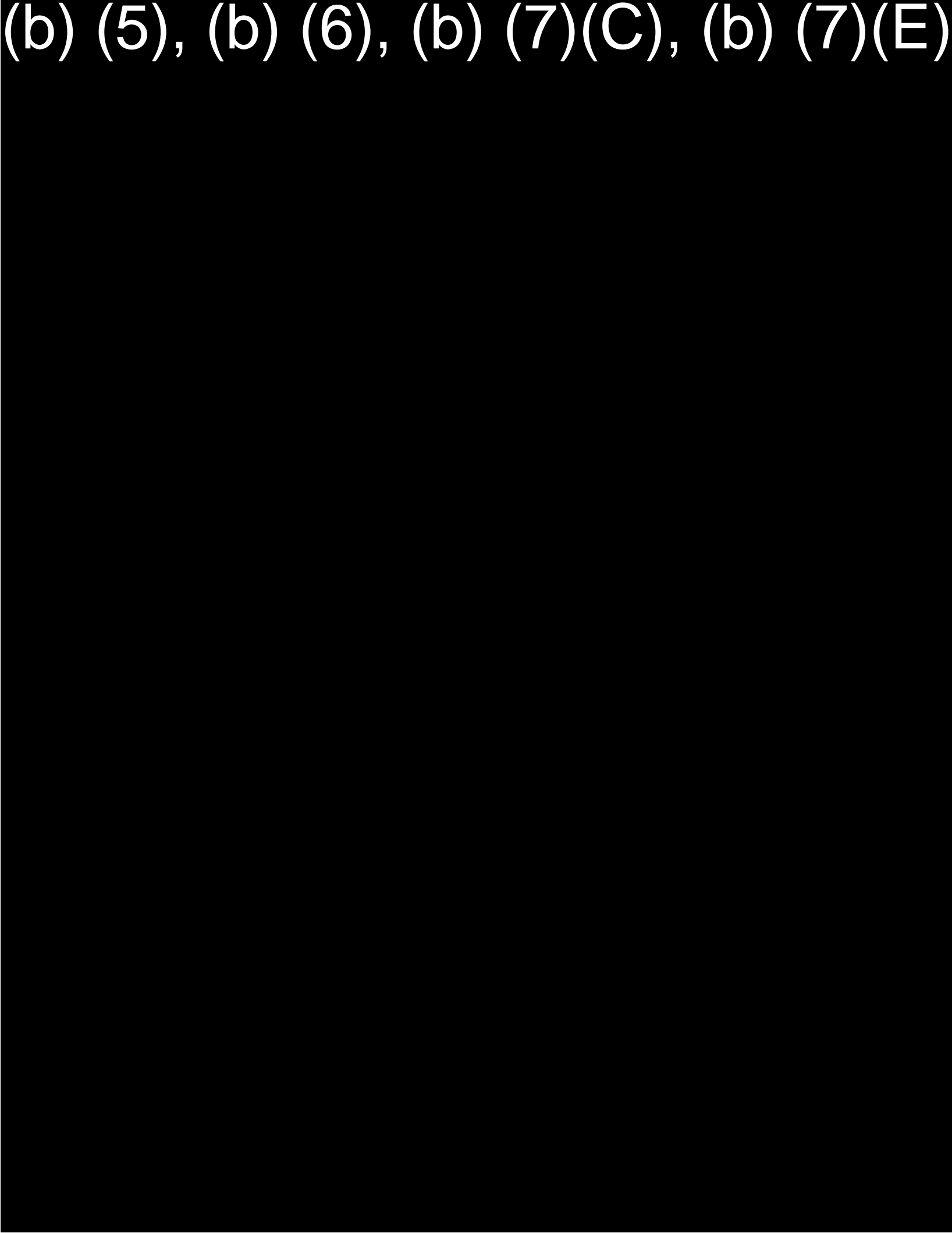
U.S. Border Patrol Headquarters

(b) (6), (b) (7)(C) Desk | (b) (6), (b) (7)(C) Mobile

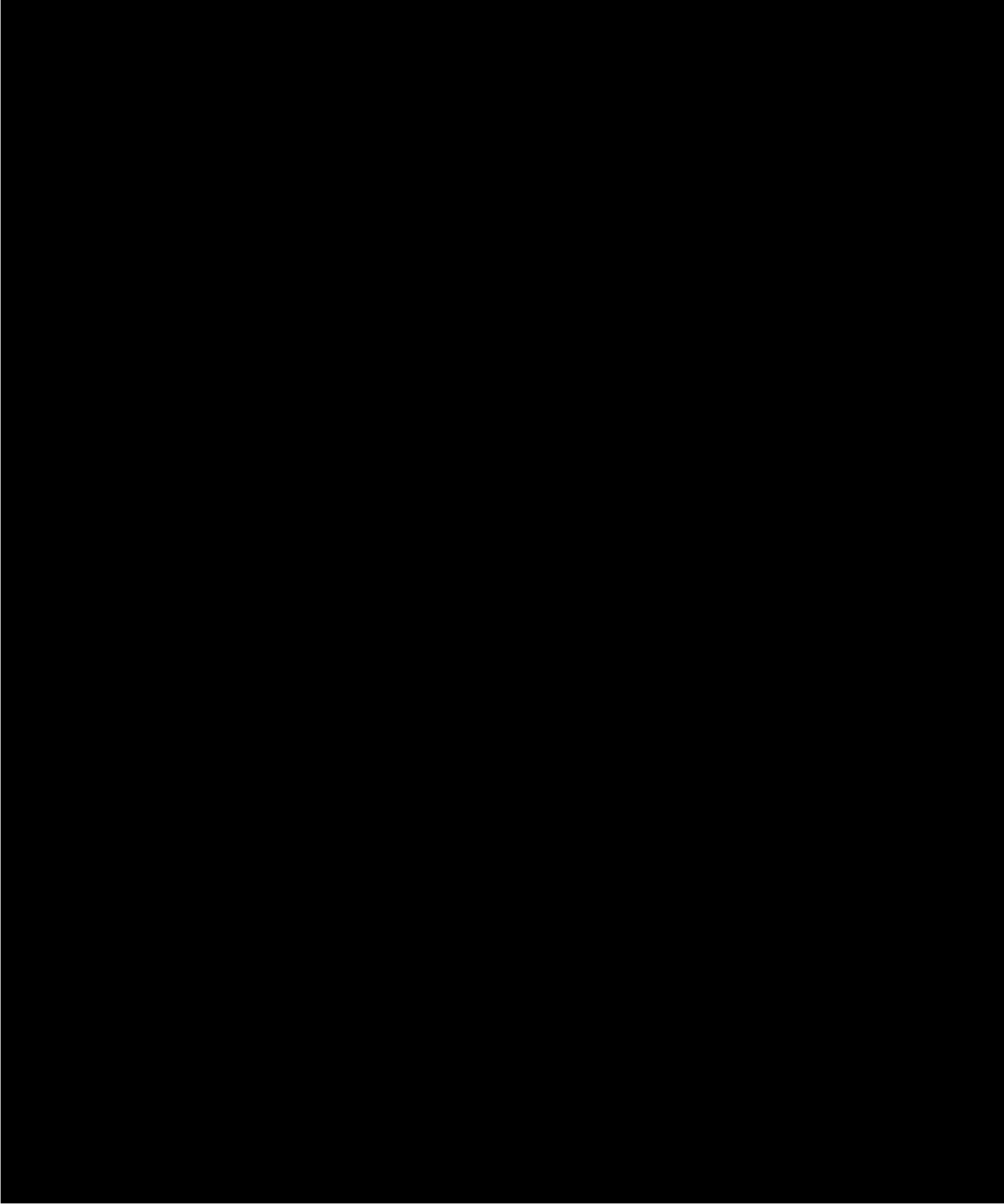
Email HSDN: (b) (6), (b) (7)(C)

Email JWICS: (b) (6), (b) (7)(C)

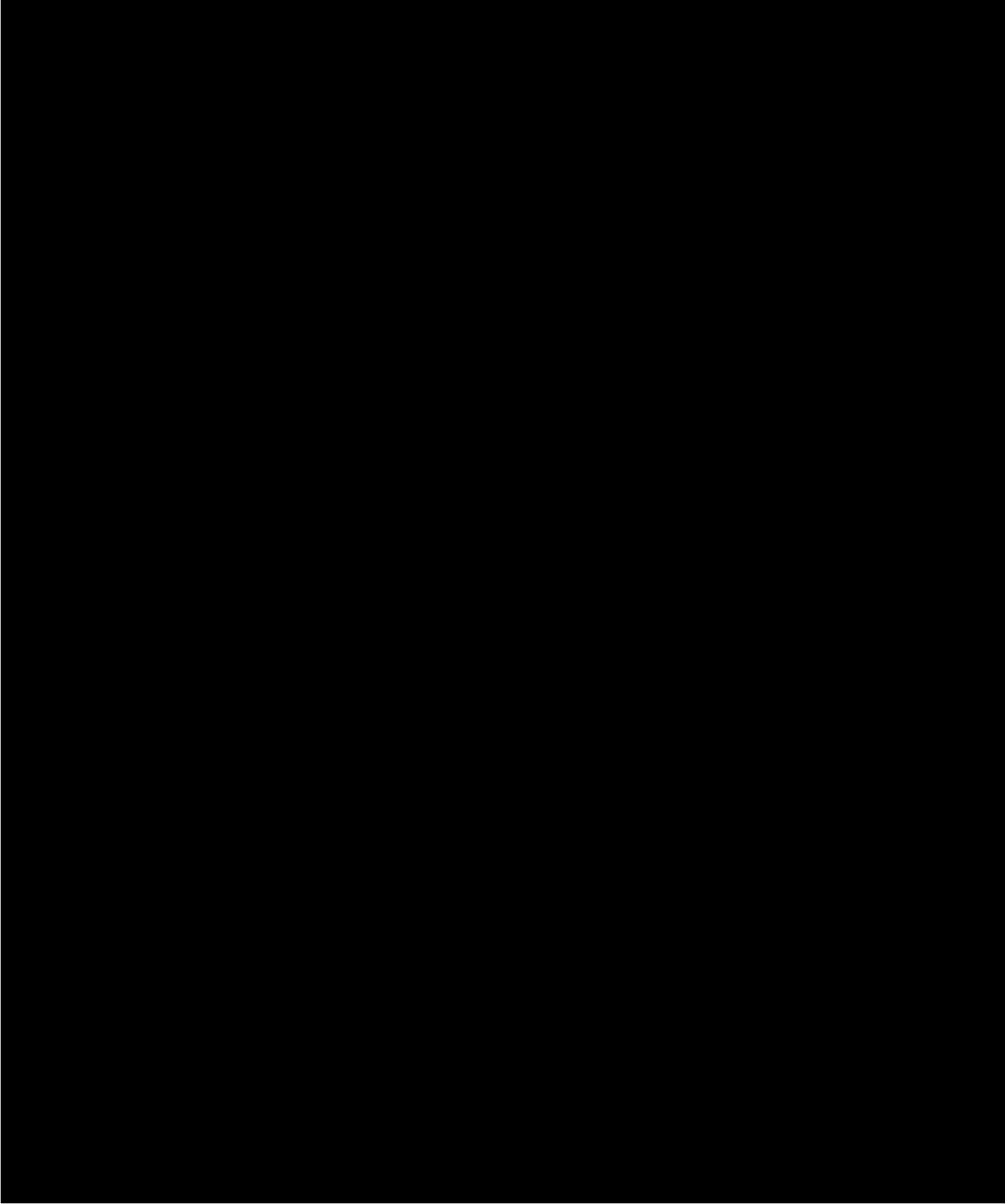
(b) (5), (b) (6), (b) (7)(C), (b) (7)(E)



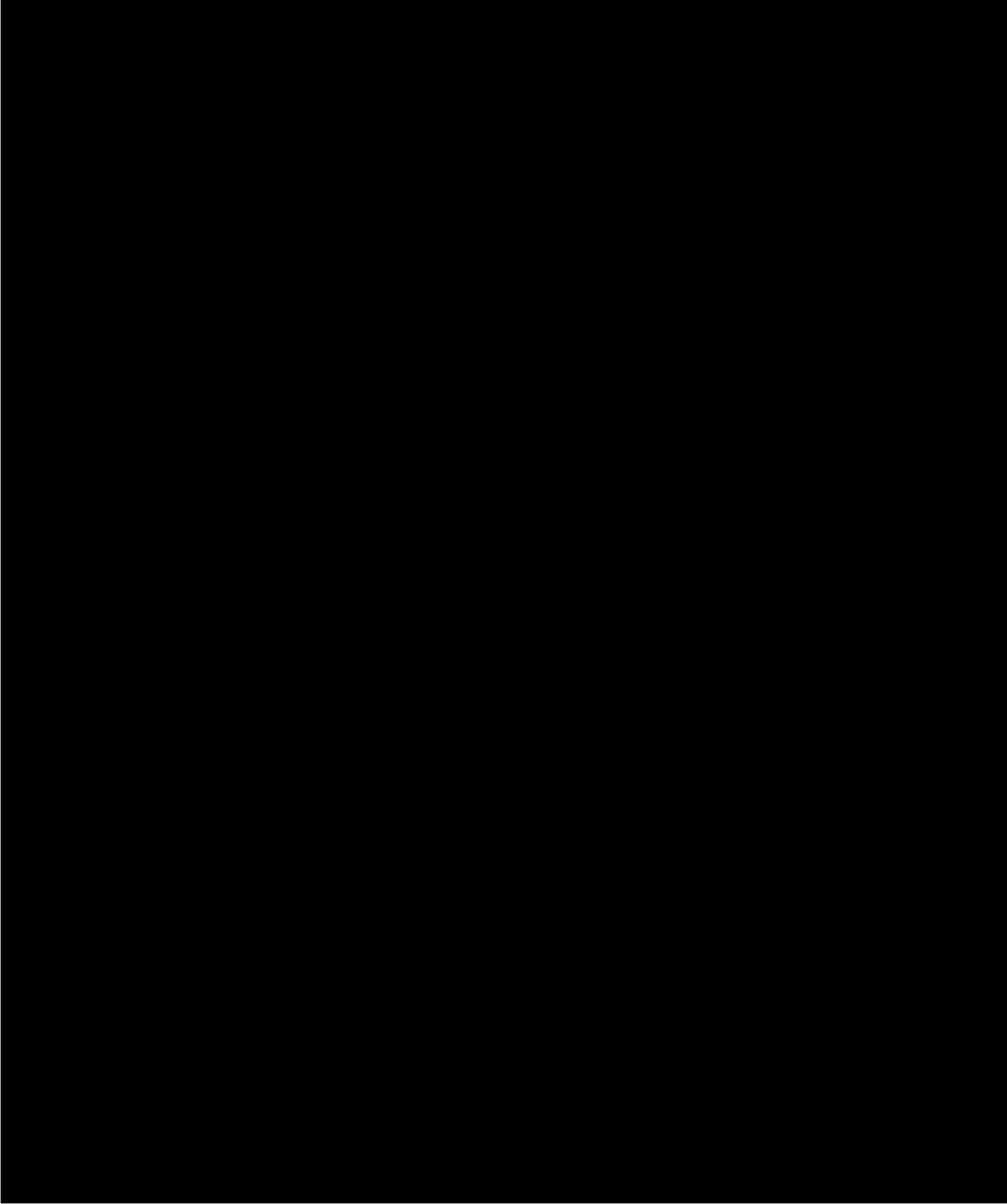
(b) (5), (b) (6), (b) (7)(C)



(b) (5), (b) (6), (b) (7)(C)



(b) (5), (b) (6), (b) (7)(C)

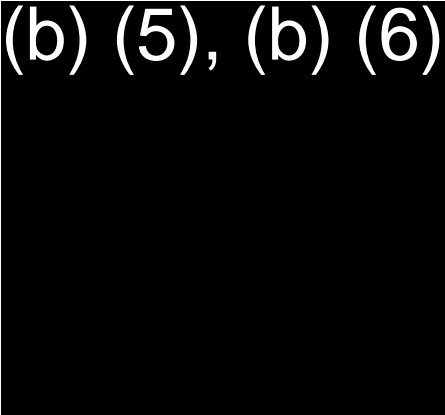




(b) (5), (b) (6)



(b) (5), (b) (6)



(b) (6), (b) (7)(C)

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**Subject:** Active Shooter Training

**Start:** Tue 6/5/2018 9:30 AM  
**End:** Tue 6/5/2018 10:00 AM

**Recurrence:** (none)

**Meeting Status:** Meeting organizer

**Organizer:** PROVOST, CARLA (USBP)  
**Required Attendees:** (b) (6), (b) (7)(C)

(b) (6), (b) (7)(C)

I am available right at 0930.

Thanks!

(b) (6), (b) (7)(C)

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**Subject:** Agency Leadership Council

**Location:** Commissioner's Large Conference Room

**Start:** Fri 8/3/2018 2:00 PM

**End:** Fri 8/3/2018 3:00 PM

**Recurrence:** (none)

**Meeting Status:** Accepted

**Organizer:** CBP COMMISSIONER SCHEDULER

**Required Attendees:** Owen, Todd C (AC OFO); SMITH, BRENDA BROCKMAN; (b) (6), (b) (7)(C) OC BRIEFING STAFF; FLANAGAN, PATRICK S; KOLBE, KATHRYN; PEREZ, ROBERT E; PROVOST, CARLA (USBP); (b) (6), (b) (7)(C) YOUNG, EDWARD E; DCC10A-RMB-COMMISSIONER-CN-RM; SANDERS, JOHN P; KOUMANS, MARK; WHITTENBURG, CYNTHIA F; JACKSTA, LINDA L (DEAC OS); WAGNER, JOHN P; ARD, WILLIAM P; HARRIS, MELVIN; (b) (6)

### 1 TOPIC

- RAND Resiliency Study

### Dial In for EAC Kolbe:

Phone: (b) (7)(E)

Pin: (b) (7)(E)

# AGENDA

Agency Leadership Council

August 3, 2018

2:00 – 3:00

2:00 – 3:00

Results of RAND Resilience Survey

HRM/ES

*Purpose: The Office of Human Resource Management (HRM) will present an overview of the CBP workforce resiliency survey conducted by RAND.*

(b) (5)

**Note:** In order to facilitate candid deliberations by ALC members, the ALC has requested that briefing teams are present in the room for the duration of their specific topic and depart once their presentation is completed.

## Agency Leadership Council 2018 Agenda Items

Topic	ALC Date	Office
OFO Federal Employee Viewpoint Survey (FEVS) Dashboard	Aug-06	OFO
CBP Statistical Tracking & Analysis Team	Aug-06	MCAT
Intelligence Enterprise	Aug-13	OS/OI
FY 2018 End of Year Budget Closeout	Aug-13	ES/OF
CBP Strategic Plan Approach	Aug-27	(b) (6), (b) (7)(C)
FY 2018 End of Year Budget Closeout	Aug-27	ES/OF
C1 Priorities: Final	Sep-10	OS/PARE
HR Topics: Frontline & Non Frontline Hiring and Recruiting Strategy	Sep-10	ES/HRM
FY 2018 End of Year Budget Closeout	Sep-10	ES/OF
Illicit Drug Interdiction	Sep-10	OS/PARE
CBP Strategic Plan Follow-Up	Sep-24	(b) (6), (b) (7)(C)
OFAM: Space / Rent Spending & Facilities Prioritization	Sep-24	ES/OFAM
FY 2018 End of Year Budget Closeout	Sep-24	ES/OF
Counter Unmanned Aircraft Systems (C-UAS)	Sep-24	USBP
LOB Multi-Year Plans	Oct-01	ES/OACT
International Engagement Strategy	Oct-22	OS/INA
Financial Health Reporting	Oct-29	ES/OF
Programming Update	Nov-05	ES/OP
Financial Health Reporting	Nov-26	ES/OF
Counter Narcotic Initiatives	Dec-03	Policy
SES Allocations	Dec-10	ES/HRM

(b) (5)

**NOTE:** The purpose of the list above is to (a) identify critical areas of interest, and (b) provide presenting offices adequate notification to develop ALC-level decision briefings. The list of agenda items is not all-inclusive; ALC members can add topics at any time.

(b) (6), (b) (7)(C)

**Subject:** Agency Leadership Council (ALC)  
**Location:** Commissioner's Large Conference Room

**Start:** Mon 7/30/2018 2:00 PM  
**End:** Mon 7/30/2018 3:30 PM  
**Show Time As:** Tentative

**Recurrence:** (none)

**Meeting Status:** Not yet responded

**Organizer:** CBP COMMISSIONER SCHEDULER

**Required Attendees:** Owen, Todd C (AC OFO); SMITH, BRENDA BROCKMAN; (b) (6), (b) (7)(C) OC BRIEFING STAFF; FLANAGAN, PATRICK S; KOLBE, KATHRYN; PEREZ, ROBERT E; PROVOST, CARLA (USBP); (b) (6), (b) (7)(C) YOUNG, EDWARD E; DCC10A-RMB-COMMISSIONER-CN-RM; SANDERS, JOHN P; KOUMANS, MARK; WHITTENBURG, CYNTHIA F; (b) (6), (b) (7)(C) GRABLE, SAMUEL D; FABRE (b) (6), (b) (7)(C) CAINE, JEFFREY; (b) (6), (b) (7)(C) FLUTY, LARRY D; JACKSTA, LINDA L (DEAC OS)

**\*UPDATED AGENDA\***

**Attendees:**

C1  
aC2  
COO  
EAC Owen  
Chief Provost  
EAC Young  
EAC Smith  
aEAC Jacksta  
DEAC Koumans  
DEAC Whittenburg  
AC Grable  
DAC Caine

(b) (6), (b) (7)(C)

# AGENDA

Agency Leadership Council

July 30, 2018

2:00 – 3:30

2:00 – 2:10

Deputies Leadership Council Meeting Update

DLC

*Purpose: The Deputies Leadership Council (DLC) will brief out the results of their first meeting and get approval of the proposed agenda topics.*

2:10 – 2:30

CBP FY 2019 Strategic Priorities

PARE/OS

*Purpose: The Planning, Analysis & Requirements Evaluation Directorate (PARE) will collect feedback on the initial CBP FY 2019 Strategic Priorities.*

(b) (5)

2:30 – 3:00

FY 2018 Unfunded Requests (UFRs)

OF/ES & OAct/ES

*Purpose: The Office of Finance (OF) and Office of Accountability (OAct) will present the final list of UFRs as agreed to by the four Lines of Business as well as any open end-of-year funding issues requiring an ALC decision.*

(b) (5)

3:00 – 3:30

Intelligence Enterprise

OI/OS

*Purpose: The Office of Intelligence (OI) will provide an overview of the Intelligence Enterprise initiative and progress in fulfilling its objectives.*

(b) (5)

**Note:** In order to facilitate candid deliberations by ALC members, the ALC has requested that briefing teams are present in the room for the duration of their specific topic and depart once their presentation is completed.



## Agency Leadership Council 2018 Agenda Items

Topic	ALC Date	Office
OFO Federal Employee Viewpoint Survey (FEVS) Dashboard	Aug-06	OFO
CBP Statistical Tracking & Analysis Team	Aug-06	MCAT
IT Topics: CBP IT Modernization Strategy, Cloud Migration & Disaster Recovery	Aug-13	ES/OIT
FY 2018 End of Year Budget Closeout	Aug-13	ES/OF
CBP Strategic Plan Approach	Aug-13 or Aug-27	(b) (6), (b) (7)(C)
RAND Resiliency Study	Aug-27	ES/HRM
FY 2018 End of Year Budget Closeout	Aug-27	ES/OF
C1 Priorities: Final	Sep-10	OS/PARE
HR Topics: Frontline & Non Frontline Hiring and Recruiting Strategy	Sep-10	ES/HRM
FY 2018 End of Year Budget Closeout	Sep-10	ES/OF
Illicit Drug Interdiction	Sep-10	OS/PARE
CBP Strategic Plan Follow-Up	Sep-10 or Sep-24	(b) (6), (b) (7)(C)
OFAM: Space / Rent Spending & Facilities Prioritization	Sep-24	ES/OFAM
FY 2018 End of Year Budget Closeout	Sep-24	ES/OF
Counter Unmanned Aircraft Systems (C-UAS)	Sep-24	USBP
LOB Multi-Year Plans	Oct-01	ES/OACT
International Engagement Strategy	Oct-22	OS/INA
Financial Health Reporting	Oct-29	ES/OF
Programming Update	Nov-05	ES/OP
Financial Health Reporting	Nov-26	ES/OF
Counter Narcotic Initiatives	Dec-03	Policy
SES Allocations	Dec-10	ES/HRM

Approved / To be Scheduled

(b) (5)

*NOTE: The purpose of the list above is to (a) identify critical areas of interest, and (b) provide presenting offices adequate notification to develop ALC-level decision briefings. The list of agenda items is not all-inclusive; ALC members can add topics at any time.*

(b) (6), (b) (7)(C)

**Subject:** Agency Leadership Council (ALC)  
**Location:** Commissioner's Large Conference Room

**Start:** Mon 7/30/2018 2:00 PM  
**End:** Mon 7/30/2018 3:30 PM  
**Show Time As:** Tentative

**Recurrence:** (none)

**Meeting Status:** Not yet responded

**Organizer:** CBP COMMISSIONER SCHEDULER  
**Required Attendees:** Owen, Todd C (AC OFO); SMITH, BRENDA BROCKMAN; (b) (6), (b) (7)(C) OC BRIEFING STAFF; FLANAGAN, PATRICK S; KOLBE, KATHRYN; PEREZ, ROBERT E; PROVOST, CARLA (USBP); (b) (6), (b) (7)(C) YOUNG, EDWARD E; DCC10A-RMB-COMMISSIONER-CN-RM; SANDERS, JOHN P; KOUMANS, MARK; WHITTENBURG, CYNTHIA F; (b) (6), (b) (7)(C) GRABLE, SAMUEL D; FABRE (b) (6), (b) (7)(C) CAINE, JEFFREY; (b) (6), (b) (7)(C) FLUTY, LARRY D; JACKSTA, LINDA L (DEAC OS)

**\*UPDATED AGENDA\***

**Attendees:**

C1  
aC2  
COO  
EAC Owen  
Chief Provost  
EAC Young  
EAC Smith  
aEAC Jacksta  
DEAC Koumans  
DEAC Whittenburg  
AC Grable  
DAC Caine

(b) (6), (b) (7)(C)

# AGENDA

Agency Leadership Council

July 30, 2018

2:00 – 3:30

2:00 – 2:10

Deputies Leadership Council Meeting Update

DLC

*Purpose: The Deputies Leadership Council (DLC) will brief out the results of their first meeting and get approval of the proposed agenda topics.*

2:10 – 2:30

CBP FY 2019 Strategic Priorities

PARE/OS

*Purpose: The Planning, Analysis & Requirements Evaluation Directorate (PARE) will collect feedback on the initial CBP FY 2019 Strategic Priorities.*

(b) (5)

2:30 – 3:00

FY 2018 Unfunded Requests (UFRs)

OF/ES & OAct/ES

*Purpose: The Office of Finance (OF) and Office of Accountability (OAct) will present the final list of UFRs as agreed to by the four Lines of Business as well as any open end-of-year funding issues requiring an ALC decision.*

(b) (5)

3:00 – 3:30

Intelligence Enterprise

OI/OS

*Purpose: The Office of Intelligence (OI) will provide an overview of the Intelligence Enterprise initiative and progress in fulfilling its objectives.*

(b) (5)

**Note:** In order to facilitate candid deliberations by ALC members, the ALC has requested that briefing teams are present in the room for the duration of their specific topic and depart once their presentation is completed.

## Agency Leadership Council 2018 Agenda Items

Topic	ALC Date	Office
OFO Federal Employee Viewpoint Survey (FEVS) Dashboard	Aug-06	OFO
CBP Statistical Tracking & Analysis Team	Aug-06	MCAT
IT Topics: CBP IT Modernization Strategy, Cloud Migration & Disaster Recovery	Aug-13	ES/OIT
FY 2018 End of Year Budget Closeout	Aug-13	ES/OF
CBP Strategic Plan Approach	Aug-13 or Aug-27	(b) (6), (b) (7)(C)
RAND Resiliency Study	Aug-27	ES/HRM
FY 2018 End of Year Budget Closeout	Aug-27	ES/OF
C1 Priorities: Final	Sep-10	OS/PARE
HR Topics: Frontline & Non Frontline Hiring and Recruiting Strategy	Sep-10	ES/HRM
FY 2018 End of Year Budget Closeout	Sep-10	ES/OF
Illicit Drug Interdiction	Sep-10	OS/PARE
CBP Strategic Plan Follow-Up	Sep-10 or Sep-24	(b) (6), (b) (7)(C)
OFAM: Space / Rent Spending & Facilities Prioritization	Sep-24	ES/OFAM
FY 2018 End of Year Budget Closeout	Sep-24	ES/OF
Counter Unmanned Aircraft Systems (C-UAS)	Sep-24	USBP
LOB Multi-Year Plans	Oct-01	ES/OACT
International Engagement Strategy	Oct-22	OS/INA
Financial Health Reporting	Oct-29	ES/OF
Programming Update	Nov-05	ES/OP
Financial Health Reporting	Nov-26	ES/OF
Counter Narcotic Initiatives	Dec-03	Policy
SES Allocations	Dec-10	ES/HRM
Approved / To be Scheduled		

(b) (5)

*NOTE: The purpose of the list above is to (a) identify critical areas of interest, and (b) provide presenting offices adequate notification to develop ALC-level decision briefings. The list of agenda items is not all-inclusive; ALC members can add topics at any time.*

(b) (6), (b) (7)(C)

**Subject:** Agency Priority Goals Meeting \*new day/time\*  
**Location:** NAC 1, 044

**Start:** Wed 6/6/2018 3:00 PM  
**End:** Wed 6/6/2018 4:30 PM  
**Show Time As:** Tentative

**Recurrence:** (none)

**Meeting Status:** Tentatively accepted

**Organizer:** Grady.Scheduler

**Required Attendees:** (b) (7)(E) (b) (6)  
PROVOST, CARLA (USBP); LUCK, SCOTT A (USBP); HUFFMAN, BENJAMINE C; (b) (6), (b) (7)(C)

**Optional Attendees:** (b) (6)

**DO NOT FORWARD OR COPY THIS INVITATION**

If there are any questions, please contact (b) (6)

**Attendees:**

Acting Deputy Secretary Claire Grady

(b) (6) Counselor to the Secretary/ Acting Director, Strategy Coordination & Management, Office Cybersecurity & Communications, NPPD

(b) (6) Deputy Under Secretary for Management

(b) (6) Acting CFO

Carla Provost, Acting Chief, USBP

Scott Luck, Acting Deputy Chief, USBP

Carey Huffman, Chief, Strategic Planning and Analysis Directorate (SPAD), USBP

(b) (6), (b) (7)(C) Executive Director, SPAD, USBP

(b) (6), (b) (7)(C) Director, Planning, SPAD, USBP

(b) (6), (b) (7)(C) Deputy Director, Planning, SPAD, USBP

(b) (6), (b) (7)(C) Management and Program Analyst, Planning, SPAD, USBP

(b) (6) Assistant Secretary, Office of Cybersecurity & Communications, NPPD

(b) (6) Performance Management Branch Chief (Acting), SCM, NPPD/CS&C

(b) (6) Assistant Director, Strategy, Policy, and Plans, NPPD/OUS

(b) (6) Performance Management Branch Chief, Strategy, Policy, and Plans, NPPD/OUS

(b) (6) Senior Performance Analyst, Strategy, Policy, and Plans, NPPD/OUS

(b) (6) Director, CFO/PA&E

(b) (6) Deputy Director, CFO/PA&E

(b) (6) Assistant Director for Performance Management, CFO/PA&E

(b) (6) Performance Analyst, CFO/PA&E

(b) (6) Performance Analyst, CFO/PA&E

**Briefing Materials:**

Yes

**Notes:**

This meeting is an opportunity for the APG leads (NPPD and USBP) to discuss with DHS leadership the progress and challenges of the implementation of the new APGs.

(b) (6), (b) (7)(C)

---

**Subject:** AMO Air Hours Briefing  
**Location:** TBD

**Start:** Tue 6/12/2018 1:00 PM  
**End:** Tue 6/12/2018 1:30 PM

**Recurrence:** (none)

**Meeting Status:** Accepted

**Organizer:** LUCK, SCOTT A (USBP)

**Required Attendees:** (b) (6), (b) (7)(C) PROVOST, CARLA  
(USBP)

ACC (b) (6), (b) (7)(C) and ASC (b) (6), (b) (7)(C) will provide quick briefing on request in preparation of tomorrow's planned meeting with C1, B1 and EAC Young.

(b) (6), (b) (7)(C)

---

**Subject:**

(b) (6), (b) (7)(C)

**Location:**

**Start:**

Mon 7/2/2018 12:00 AM

**End:**

Sat 7/7/2018 12:00 AM

**Show Time As:**

Free

**Recurrence:**

(none)

**Meeting Status:**

Meeting organizer

**Organizer:**

PROVOST, CARLA (USBP)

**Required Attendees:**

(b) (6), (b) (7)(C)



(b) (6), (b) (7)(C)

---

**Subject:** (b) (6), (b) (7)(C)

**Start:** Tue 6/5/2018 5:00 PM  
**End:** Tue 6/5/2018 6:00 PM

**Recurrence:** (none)

**Organizer:** PROVOST, CARLA (USBP)

(b) (6), (b) (7)(C)

**Subject:** ARB: CBP Border Wall System Program - San Diego Secondary Wall Segment \*slides added\*

**Location:** NAC Large Conference Room 01-044

**Start:** Mon 8/6/2018 11:00 AM

**End:** Mon 8/6/2018 11:45 AM

**Recurrence:** (none)

**Meeting Status:** Accepted

**Organizer:** Scheduler2, OUSM

**Required Attendees:** Grady, Claire; Grady.Scheduler; Fulghum, (b) (6)  
(b) (6) Standing ARB Members (b) (7)(E)  
Hutchison, Steven J; Tuttle, James; MCALEENAN, KEVIN K; KOLBE, KATHRYN;  
BORKOWSKI, MARK S; LANDFRIED, PHIL A; (b) (6), (b) (7)(C) SAHAKIAN, DIANE  
V; GRABLE, SAMUEL D; PROVOST, CARLA (USBP); (b) (6), (b) (7)(C)  
(b) (6), (b) (7)(C) LUCK, SCOTT A (USBP); SINGLETON, RUYNARD R; CALVO, KARL  
H.; (b) (6), (b) (7)(C) PITOTTI, STEPHEN J; CAINE, JEFFREY; (b) (6)  
(b) (6), (b) (7)(C) HUFFMAN, BENJAMINE C; (b) (6), (b) (7)(C) MARTIN,  
JERRY B; (b) (6), (b) (7)(C) SANDERS, JOHN P

**Optional Attendees:** (b) (6)

**DO NOT FORWARD OR COPY THIS INVITATION**

If there are any questions, or you would like to request someone be added to this appointment -  
please contact (b) (6) or (b) (6)

Participants:

Claire M. Grady

(b) (6)

(b) (6), (b) (7)(C)

Kevin McAleenan

Ronald Vitiello

Kathryn Kolbe

Mark Borkowski

Phil Landfried

(b) (6), (b) (7)(C)

Diane Sahakian

Samuel D. Grable

Carla L. Provost

(b) (6), (b) (7)(C)

Scott Luck

Ruynard Singleton

Karl Calvo

(b) (6), (b) (7)(C)

Stephen Pitotti



WPMO\_ADE2A\_AR  
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# **Border Wall System Program (BWSP)**

## **Acquisition Review Board**

Border Wall Program Management Office

U.S. Border Patrol

(b) (6), (b) (7)(C)



U.S. Customs and  
Border Protection

# Decision Request



(b) (7)(E), (b) (5)

# Program Description



(b) (7)(E), (b) (5)

# Border Wall System Program SDC Overview



High Level Concept Renderings

(b) (7)(E), (b) (5)

~~FOR OFFICIAL USE ONLY//LAW ENFORCEMENT SENSITIVE~~

# Border Wall System Program SDC Overview



## High Level Concept Renderings

(b) (7)(E), (b) (5)



# Program Execution



(b) (7)(E), (b) (5)

# Program Execution: CBP & USACE Partnership



(b) (7)(E)

# High-Level Schedule



(b) (7)(E), (b) (5)

# Life Cycle Cost Estimate



- Revised Annex B of the original ICE estimate to reflect SDC design and scope

(b) (7)(E), (b) (5)

A large black rectangular redaction box covers the majority of the slide content, starting below the redaction codes and extending down to the footnotes.

*\*Then Year \$K Pt. Est., 50%*

*\*Full (b) (7)(E) system included in this estimate; Full (b) (7)(E) system NOT included in affordability analysis (slide 11)*

~~FOR OFFICIAL USE ONLY//LAW ENFORCEMENT SENSITIVE~~

# Affordability



- LCCE revision of 06/04/2018

(b) (7)(E), (b) (5)

*\*Then Year \$K within 5%*

*\*FY21 Wall will be part of the RAP*

*\*FY18 Budget*

*\*Adjusted LCCE does NOT include Govt. salaries and expenses or full (b) (7)(E) system. The Wall Program will only fund the following (b) (7)(E) components: (b) (7)(E).*

# Acquisition Program Baseline Summary

Key Performance Parameters (KPP)



(b) (7)(E), (b) (5)

# Acquisition Program Baseline Summary Schedule



(b) (7)(E), (b) (5)

Milestone	Objective	Threshold
Acquisition Decision Event (ADE) 2A/B	June 2018	August 2018
Initial Operational Capability (IOC)	October 2019	December 2019
Full Operational Capability (FOC)	(b) (5)	

# Acquisition Documentation Status



## FY18 Wall Program SDC Secondary ARB

Document Title	Document Owner	Drafted		Reviewed		CBP Signature	DHS Signature	Comments/Notes
		Target	Current	Target	Current			
Concept of Operations (CONOPS)	USBP	NA	NA	NA	NA	NA	Approved	No updates needed for SDC
Operational Requirements Document (ORD)-annex	USBP	May 2018	May 2018	May 2018	July 2018	NA	NA	Submitted to JRC for validation
Cost Estimating Baseline Document (CEBD)	Wall PMO	NA	NA	NA	NA	Signed	Approved	No updates needed for SDC
Systems Engineering Life Cycle (SELC) Tailoring Mix	Wall PMO	NA	NA	NA	NA	Pending	Pending	Routing for signatures- 07/31/18 (pending LBA, PAE, CIO and CAE)
Life Cycle Cost Estimate (LCCE)	Wall PMO	May 2018	May 2018	June 2018	July 2018	Signed	Approved	Complete - Uploaded in INVEST
Alternative Analysis (AA) Study Plan (operational analysis only)	Wall PMO	NA	NA	NA	NA	Pending	Pending	Routing for signatures-7/31/18 (pending LTA and CAE)
Acquisition Plan (AP)	Wall PMO	NA	NA	NA	NA	Signed	Approved	No updates needed for SDC
Integrated Logistics Support Plan (ILSP)	Wall PMO	NA	NA	NA	NA	Signed	Approved	No updates needed for SDC
Acquisition Program Baseline (APB)	Wall PMO	May 2018	May 2018	June 2018	July 2018	Pending	Pending	Routing for signatures-7/31/18 (pending CAE, ADA)
Test & Evaluation Master Plan (TEMP)	Wall PMO	NA	NA	NA	NA	Pending	Pending	Routing for signatures- 7/31/18 (pending LBA, CIO and CAE)
Program Management Plan (PMP)	Wall PMO	NA	NA	NA	NA	Signed	NA	No updates needed for SDC
Risk Management Plan (RMP)	Wall PMO	NA	NA	NA	NA	Signed	NA	No updates needed for SDC
Certification of Funds Memorandum	Wall PMO	June 2018	June 2018	June 2018	June 2018	Signed	Approved	Complete - Uploaded in INVEST



# Top Five Program Risks



(b) (7)(E), (b) (5)

# Border Wall PMO Organizational Chart



(b) (6), (b) (7)(C)

# ARB Summary



## ARB Decision Request

(b) (7)(E), (b) (5)



# Homeland Security



U.S. Customs and  
Border Protection



**BORDER PATROL HEADQUARTERS**  
PROGRAM MANAGEMENT OFFICE DIRECTORATE (PMOD)

RUYNARD SINGLETON  
EXECUTIVE DIRECTOR, PMO  
(b) (6), (b) (7)(C)

ACQUISITION TECHNICAL & ADMINISTRATIVE  
SPECIALTIES PORTFOLIO

(b) (5)

(b) (6), (b) (7)(C)

(b) (6), (b) (7)(C)



(b) (6), (b) (7)(C)

---

**Subject:** B1 Photo Shoot for Examiner

**Start:** Tue 7/10/2018 3:00 PM

**End:** Tue 7/10/2018 3:15 PM

**Recurrence:** (none)

**Meeting Status:** Meeting organizer

**Organizer:** PROVOST, CARLA (USBP)

**Required Attendees:** (b) (6), (b) (7)(C)



RE: Photoshoot  
for Washington ...

(b) (6), (b) (7)(C)

---

**From:** (b) (6), (b) (7)(C)  
**Sent:** Monday, July 9, 2018 12:04 PM  
**To:** (b) (6), (b) (7)(C)  
**Cc:**  
**Subject:** RE: Photoshoot for Washington Examiner

1500 GTG.

(b) (6), (b) (7)(C)  
Assistant Chief, USBP-HQ  
Liaison to CBP Public Affairs  
(b) (6), (b) (7)(C)

-----Original Message-----

**From:** (b) (6), (b) (7)(C)  
**Sent:** Monday, July 9, 2018 11:02 AM  
**To:** (b) (6), (b) (7)(C)  
**Cc:**  
**Subject:** RE: Photoshoot for Washington Examiner

She said she would like to do it this week. Not today. What about tomorrow afternoon? (1500)

(b)(6)(b)(7)(C)

-----Original Message-----

**From:** (b) (6), (b) (7)(C)  
**Sent:** Monday, July 9, 2018 10:59 AM  
**To:** (b) (6), (b) (7)(C)  
**Cc:** (b) (6), (b) (7)(C)  
**Subject:** FW: Photoshoot for Washington Examiner  
**Importance:** High

(b) (6), (b) (7)(C)

Recently the Chief did an interview with the Washington Examiner for a magazine feature and they need to send a photographer out to take a picture. The picture will need to be taken before the 14th and shouldn't take longer than 15 minutes.

Is she available this week?

Thanks,

(b) (6), (b) (7)(C)  
Assistant Chief, USBP-HQ  
Liaison to CBP Public Affairs  
(b) (6), (b) (7)(C)

(b) (6), (b) (7)(C)

---

**Subject:** BCL training opening welcome and brief Q&A  
**Location:** 90 K Street, Room 1103  
  
**Start:** Wed 8/22/2018 8:30 AM  
**End:** Wed 8/22/2018 9:00 AM  
  
**Recurrence:** (none)  
  
**Organizer:** PROVOST, CARLA (USBP)



FW: Request



(b) (6), (b) (7)(C)

**From:** (b) (6), (b) (7)(C)  
**Sent:** Tuesday, July 10, 2018 8:46 AM  
**To:** (b) (6), (b) (7)(C)  
**Subject:** FW: Request

Reminder—Request for B1 or B2 to welcome/address BCL/SLT annual training attendees.

Request is for 8:30 on August 22 at 90 K, room 1103.

(b) (6), (b) (7)(C)

Assistant Chief  
United States Border Patrol Headquarters  
1300 Pennsylvania Ave NW, Ste (b) (6), (b) (7)(C)  
Washington, DC 20229

(b) (6), (b) (7)(C)

D (b) (6), (b) (7)(C)

C

---

**From:** (b) (6), (b) (7)(C)  
**Sent:** Wednesday, June 20, 2018 2:49 PM

**To:** (b) (6), (b) (7)(C)  
**Cc:** (b) (6), (b) (7)(C)

**Subject:** RE: Request

Hello (b) (6), (b) (7)(C)

Thanks for the invite. We will huddle up, take a look at our principals' calendars and get back to you. (b) (6), (b) (7)(C)

(b) (6), (b) (7)(C) will be B1 and B2 adjutants by then so I have them copied for awareness.

(b) (6)(b) (7)(C)

(b) (6), (b) (7)(C)

Assistant Chief  
Adjutant to Acting Deputy Chief Scott A. Luck  
U.S. Border Patrol Headquarters

(b) (6), (b) (7)(C) Office  
(b) (6), (b) (7)(C) Cell

---

**From:** (b) (6), (b) (7)(C)  
**Sent:** Wednesday, June 20, 2018 2:43 PM

**To:** (b) (6), (b) (7)(C)  
**Cc:** (b) (6), (b) (7)(C)

**Subject:** Request

Esteemed Adjutants,

The annual Border Community Liaison/State, Local, Tribal training is scheduled for August 21-23. We will spend August 21 at the Holocaust Memorial Museum, and August 22 and 23 mostly in training. I am requesting that either Chief Provost or Chief Luck welcome the participants and have a brief Q&A on Wednesday, August 22 at approximately 8:30. We will be at 90 K, with room assignment to follow.

Please advise if you need additional coordinating information.

Thanks,

(b)(6)(b)(7)(C)

(b) (6), (b) (7)(C)

Assistant Chief

United States Border Patrol Headquarters

1300 Pennsylvania Ave NW, Ste (b) (6), (b) (7)(C)

Washington, DC 20229

D (b) (6), (b) (7)(C)

C

(b) (6), (b) (7)(C)

**Subject:** \*\*Being Rescheduled\*(b) (7)(E) UPDATE

**Location:** Commissioner's Small Conference Room

**Start:** Mon 7/9/2018 12:00 AM

**End:** Tue 7/10/2018 12:00 AM

**Show Time As:** Free

**Recurrence:** (none)

**Meeting Status:** Not yet responded

**Organizer:** CBP COMMISSIONER SCHEDULER

**Required Attendees:** DCC10A-RMB-COMMISSIONER-CN-RM; FLANAGAN, PATRICK S; (b) (6), (b) (7)(C)  
(OCC); COUREY, MARC BENNETT (OCC); FALK, SCOTT K (OCC); LEY, JENNIFER E.;  
YOUNG, EDWARD E; PROVOST, CARLA (USBP); PEREZ, ROBERT E; JACKSTA, LINDA L  
(DEAC OS); LUCK, SCOTT A (USBP); (b) (6), (b) (7)(C)  
OC BRIEFING STAFF; VITIELLO, RONALD D (USBP); (b) (6), (b) (7)(C)  
HUFFMAN, BENJAMINE C; (b) (6), (b) (7)(C)  
**Optional Attendees:** (b) (6), (b) (7)(C)


BM: Yes (Updated 7/6)

Lead Office: OI

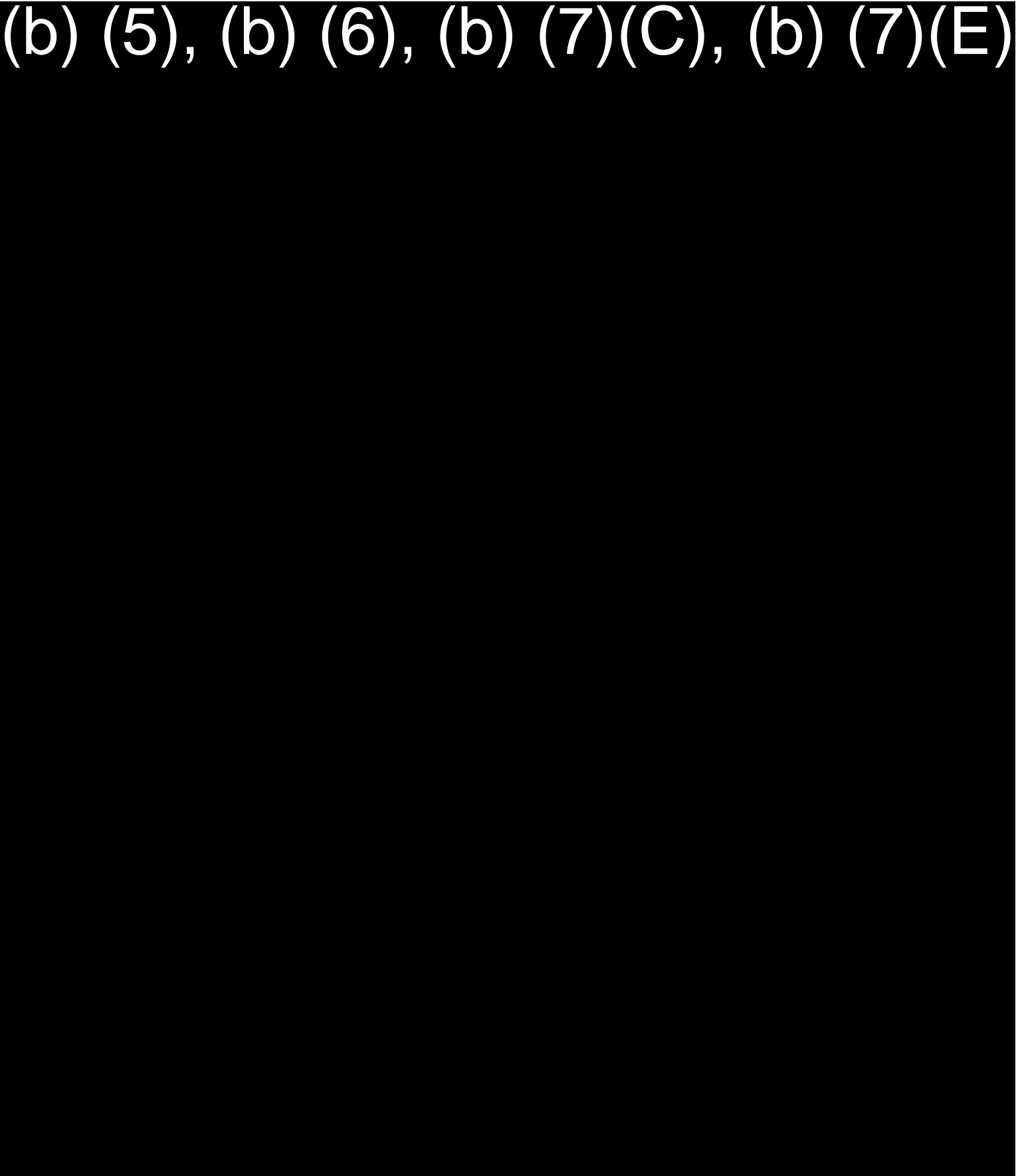
Coordinating Office: OCC

OC POC: (b) (6), (b) (7)(C)

(b) (5), (b) (7)(E)



(b) (5), (b) (6), (b) (7)(C), (b) (7)(E)



(b) (5), (b) (6), (b) (7)(C)



(b) (6), (b) (7)(C)

---

**Subject:** \*\*Being Rescheduled\*\*Personnel Requirements Determination  
**Location:** Commissioner's Small Conference Room

**Start:** Thu 7/12/2018 12:00 AM  
**End:** Fri 7/13/2018 12:00 AM  
**Show Time As:** Free

**Recurrence:** (none)

**Meeting Status:** Not yet responded

**Organizer:** CBP COMMISSIONER SCHEDULER

**Required Attendees:** PROVOST, CARLA (USBP); HUFFMAN, BENJAMINE C; BOATRIGHT, ROBERT L; (b) (6), (b) (7)(C)  
(b) (6), (b) (7)(C) FLANAGAN, PATRICK S; OC BRIEFING STAFF; (b) (6), (b) (7)(C)  
(b) (6), (b) (7)(C)

BM: Yes

Lead Office: USBP

OC POC: (b) (6), (b) (7)(C)

**PRD Update**

**Date of Meeting: 07/12/2018**

**Time of Meeting: 1515-1615**

**Location: USBP Headquarters, Ronald Reagan Building**

**Overview:**

- United States Border Patrol will provide an update brief on the status of Personnel Requirements Determination (PRD)
- Primary Briefer will be Robert Boatright, Chief Patrol Agent, Big Bend Sector
- The briefing will use Patrol Border Group survey data to demonstrate the width and depth of the Raw Data Decision Support Tool.

**Discussion Points:**

- 
- 
- 
- 

(b) (5)

(b) (7)(E), (b) (5)



(b) (7)(E), (b) (5)



**FULL LIST OF PARTICIPANTS:**

CBP

*Commissioner*

*Carla Provost, Chief, U.S. Border Patrol*

*Benjamin "Carry" Huffman, Directorate Chief, U.S. Border Patrol*

*Robert Boatright, Chief Patrol Agent, Big Bend Sector, U.S. Border Patrol*

*(b) (6), (b) (7)(C) Deputy Executive Director, U.S. Border Patrol*

*Associate Chief, U.S. Border Patrol*

Non-CBP

*N/A*

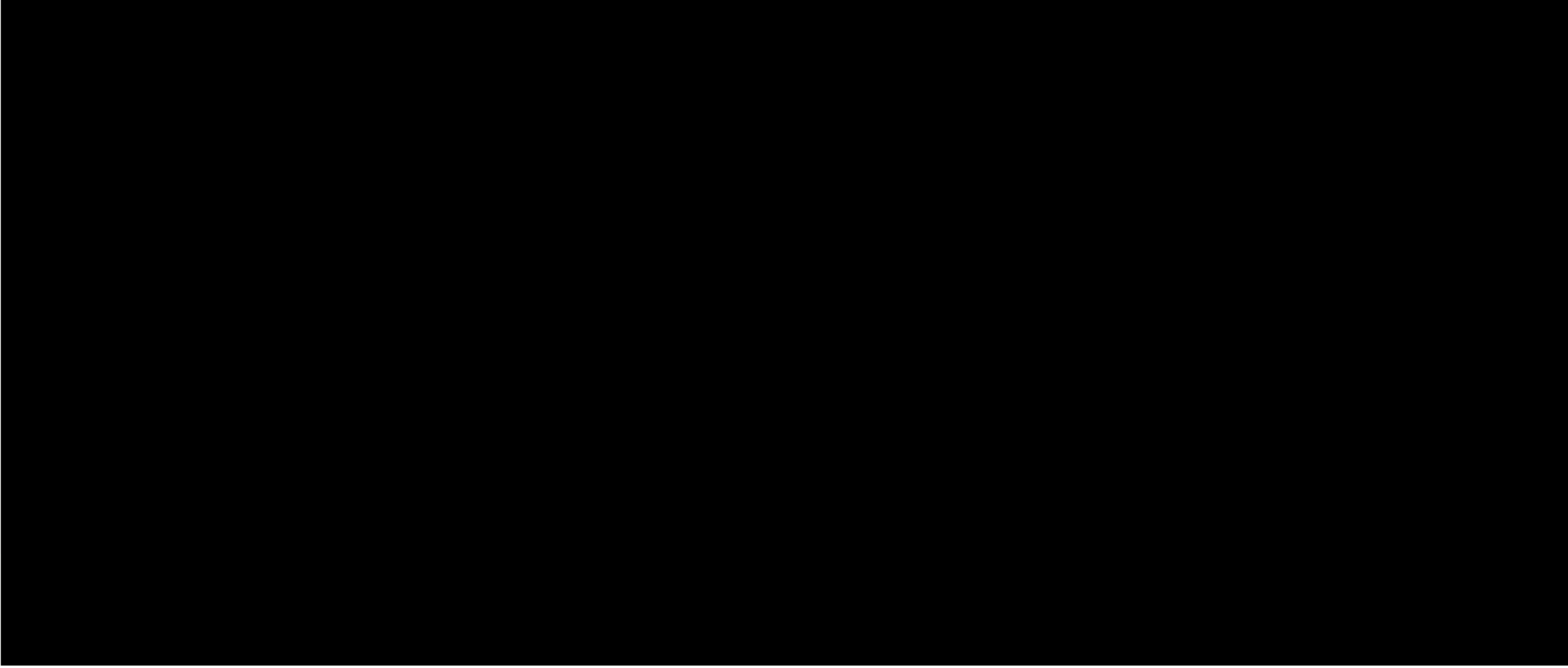
**Staff Responsible for Briefing Memo:** **(b) (6), (b) (7)(C)**

(b) (5), (b) (6), (b) (7)(C)

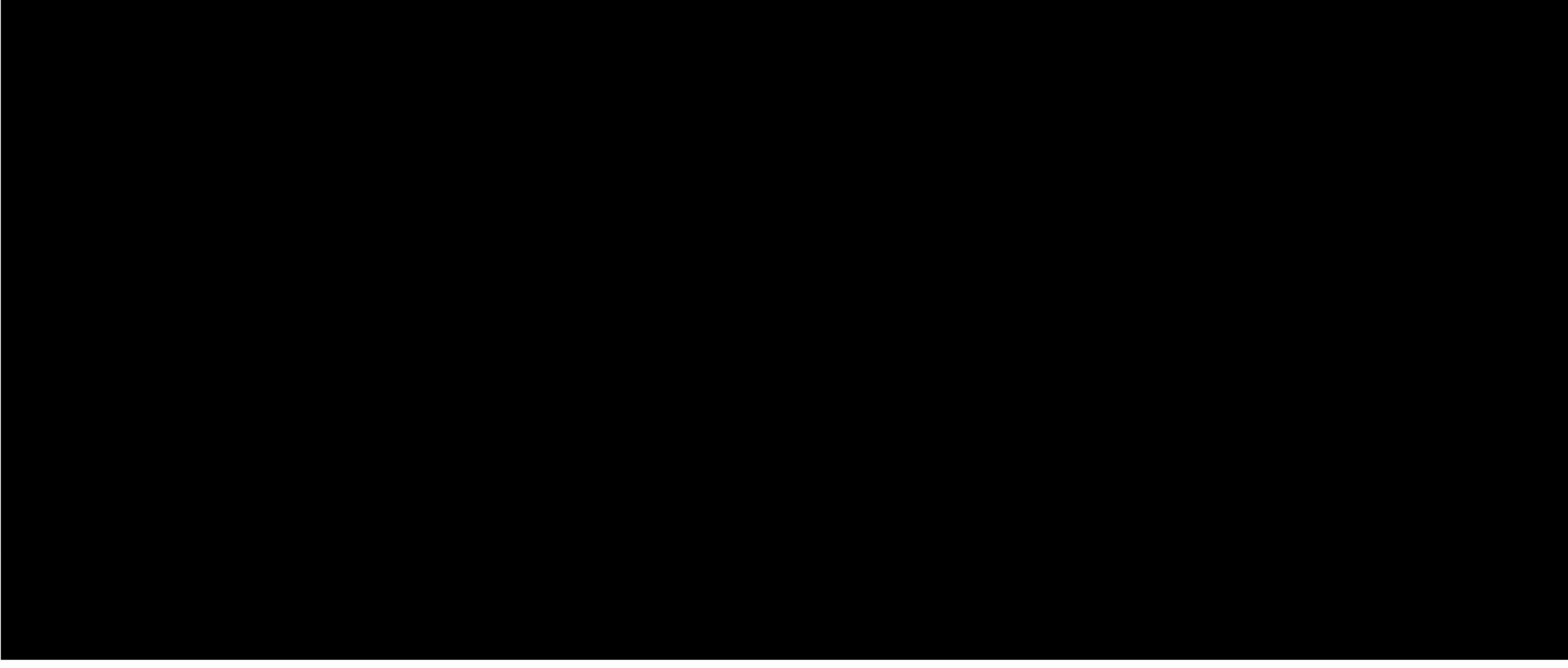


(b) (5), (b) (7)(E)

(b) (5), (b) (7)(E)

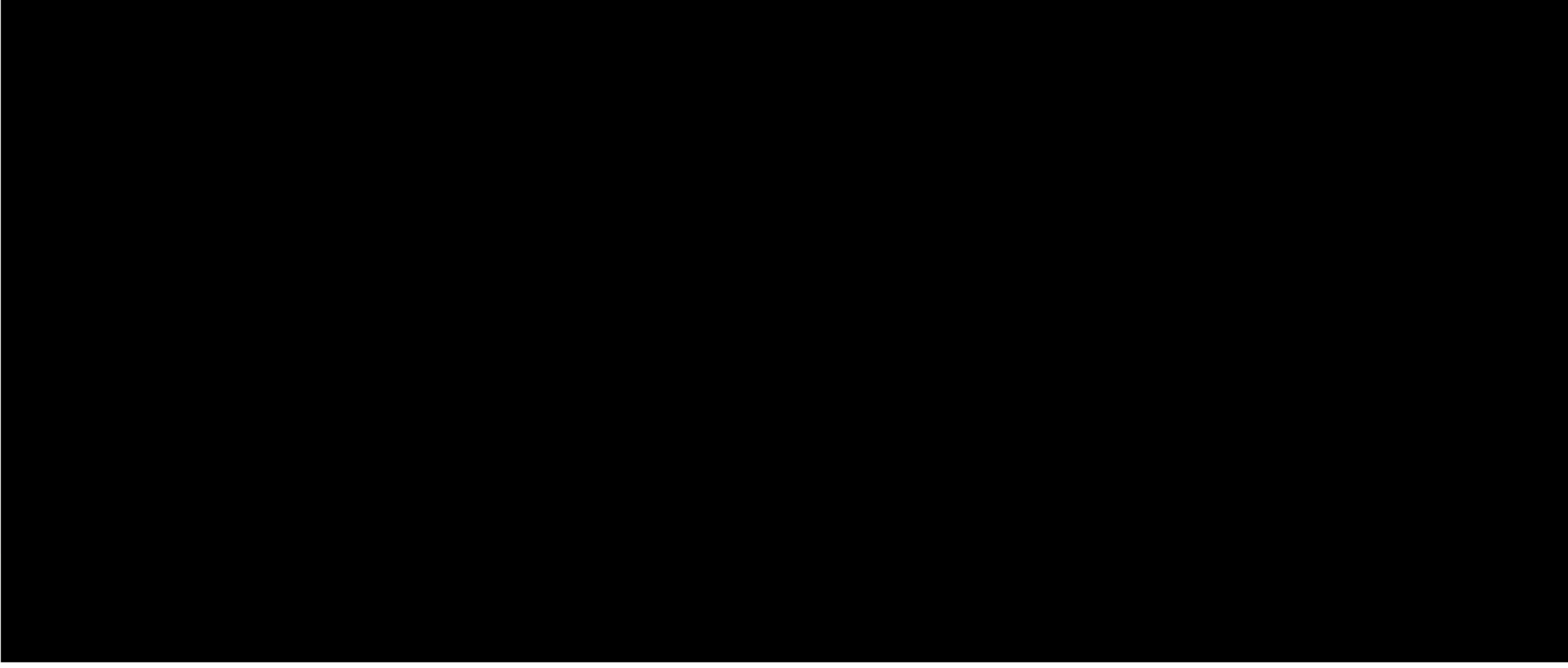


(b) (5), (b) (7)(E)



(b) (5)

(b) (5), (b) (7)(E)





(b) (5)

(b) (6), (b) (7)(C)

---

**Subject:** BLOCK

**Start:** Fri 6/8/2018 5:00 PM  
**End:** Fri 6/8/2018 6:00 PM

**Recurrence:** (none)

**Organizer:** PROVOST, CARLA (USBP)

**Categories:** Important

Out of office.

(b) (6), (b) (7)(C)

(b) (6), (b) (7)(C)

(b) (6), (b) (7)(C)

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(b) (6), (b) (7)(C)



(b) (6), (b) (7)(C)

---

**Subject:** Block

**Start:** Wed 6/6/2018 5:30 PM  
**End:** Wed 6/6/2018 6:30 PM

**Recurrence:** (none)

**Meeting Status:** Meeting organizer

**Organizer:** PROVOST, CARLA (USBP)

(b) (6), (b) (7)(C)

---

**Subject:** BLOCK - Reserved  
**Location:** Del Frisco's  
  
**Start:** Fri 7/13/2018 12:30 PM  
**End:** Fri 7/13/2018 1:30 PM  
  
**Recurrence:** (none)  
  
**Organizer:** PROVOST, CARLA (USBP)  
  
**Categories:** Green Category

Lunch at Del Frisco's with Fox News (b) (6)

Andrew Meehan

(b) (6), (b) (7)(C)

(b) (6), (b) (7)(C)

---

(b) (6), (b) (7)(C)



(b) (6), (b) (7)(C)

---

**Subject:** Block Reserved  
**Location:** Chief's Office

**Start:** Mon 7/9/2018 3:00 PM  
**End:** Mon 7/9/2018 4:00 PM

**Recurrence:** (none)

**Meeting Status:** Meeting organizer

**Organizer:** PROVOST, CARLA (USBP)

**Required Attendees:** (b) (6), (b) (7)(C)



(b) (6), (b) (7)(C)

---

**Subject:** Block Reserved

**Start:** Tue 7/10/2018 9:00 AM  
**End:** Tue 7/10/2018 12:00 PM

**Recurrence:** (none)

**Organizer:** PROVOST, CARLA (USBP)

(b) (6), (b) (7)(C)

---

**Subject:** Block- Zero Tolerance review

**Start:** Mon 7/9/2018 1:00 PM

**End:** Mon 7/9/2018 3:00 PM

**Recurrence:** (none)

**Organizer:** PROVOST, CARLA (USBP)

(b) (6), (b) (7)(C)

**Subject:** (b) (7)(E) Discussion with DHS, OSD, CBP, BP  
**Location:** (b) (7)(E)

**Start:** Wed 6/20/2018 7:15 PM  
**End:** Wed 6/20/2018 7:45 PM  
**Show Time As:** Tentative

**Recurrence:** (none)

**Meeting Status:** Not yet responded

**Organizer:** (b) (6), (b) (7)(C)

**Required Attendees:** VITIELLO, RONALD D (USBP); FLANAGAN, PATRICK S; PROVOST, CARLA (USBP);  
HUFFMAN, BENJAMINE C; (b) (6) J CIV OSD OUSD POLICY (US); (b) (6)  
E CTR OSD OUSD POLICY (US); (b) (6) L CTR (US); (b) (6)  
(b) (6), (b) (7)(C)

**Importance:** High

\*\* NEW TIME 7:15pm \*\*

I apologize for the frequency of the time changes that I'm sending out, please bear with me, this should be the last one.

Very Respectfully,

(b) (6) USCG  
Special Assistant  
Office of the Military Advisor  
Department of Homeland Security

(b) (6)  
(b) (6)<sup>(w)</sup>  
(c)

(b) (6), (b) (7)(C)

**Subject:** Border Infrastructure Proposal  
**Location:** USBP CONFERENCE ROOM (b)(7)(E)

**Start:** Thu 6/7/2018 8:30 AM  
**End:** Thu 6/7/2018 9:00 AM

**Recurrence:** (none)

**Meeting Status:** Meeting organizer

**Organizer:** PROVOST, CARLA (USBP)

**Required Attendees:** LUCK, SCOTT A (USBP); (b) (6), (b) (7)(C); (b) (6)  
HASTINGS, BRIAN S; (b) (6), (b) (7)(C) HUFFMAN,  
BENJAMINE C; (b) (6), (b) (7)(C) SINGLETON, RUYNARD R;  
(b) (6), (b) (7)(C)

**Resources:** USBP CONFERENCE ROOM (b)(7)(E)

**Appointment Time:** 0830 EST

**Duration:** 30 minutes

**Topic of Discussion:** Border Infrastructure Proposal

**Briefing location:** USBP Conference Room (b) (7)(E)

US Border Patrol Headquarters  
Ronald Reagan international Trade Center  
1300 Pennsylvania Ave. NW  
Washington DC 20229

Note: I will meet the Lieutenant General and his accompanying staff at the Customs and Border Protection Visitors desk. The desk is located on the ground floor at the 14<sup>th</sup> street side of the bldg. I will sign them in and escort them to the conference room. They will all need to have identification with them at the time of sign in. We sincerely appreciate the LTG taking the time for the meeting.

Thank you.

Respectfully,

Assistant Chief (b) (6), (b) (7)(C)

Adjutant of Chief Carla L. Provost

U.S. Border Patrol Headquarters

(b) (6), (b) (7)(C) Desk | (b) (6), (b) (7)(C) Mobile

Email HSDN: (b) (6), (b) (7)(C)

Email JWICS

(b) (6), (b) (7)(C)

**Subject:** Border Infrastructure Proposal  
**Location:** USBP CONFERENCE ROOM (b)(7)(E)  
**Start:** Thu 6/7/2018 8:30 AM  
**End:** Thu 6/7/2018 9:00 AM  
**Recurrence:** (none)  
**Meeting Status:** Meeting organizer  
**Organizer:** PROVOST, CARLA (USBP)  
**Required Attendees:** LUCK, SCOTT A (USBP); (b) (6), (b) (7)(C) (b) (6)  
(b) (6), (b) (7)(C) HASTINGS, BRIAN S; (b) (6), (b) (7)(C) HUFFMAN,  
BENJAMINE C; (b) (6), (b) (7)(C) SINGLETON, RUYNARD R;  
(b) (6), (b) (7)(C)  
**Resources:** USBP CONFERENCE ROOM (b)(7)(E)

**Appointment Time:** 0830 EST

**Duration:** 30 minutes

**Topic of Discussion:** Border Infrastructure Proposal

**Briefing location:** USBP Conference Room (b) (7)(E)

US Border Patrol Headquarters  
Ronald Reagan international Trade Center  
1300 Pennsylvania Ave. NW  
Washington DC 20229

Note: I will meet the Lieutenant General and his accompanying staff at the Customs and Border Protection Visitors desk. The desk is located on the ground floor at the 14<sup>th</sup> street side of the bldg. I will sign them in and escort them to the conference room. They will all need to have identification with them at the time of sign in. We sincerely appreciate the LTG taking the time for the meeting.

Thank you.

Respectfully,

Assistant Chief (b) (6), (b) (7)(C)  
Adjutant of Chief Carla L. Provost  
U.S. Border Patrol Headquarters  
(b) (6), (b) (7)(C) Desk (b) (6), (b) (7)(C) Mobile  
Email HSDN: (b) (6), (b) (7)(C)  
Email JWICS: (b) (6), (b) (7)(C)

(b) (6), (b) (7)(C)

**Subject:** Border Patrol Foundation Reception  
**Location:** Elephant & Castle

**Start:** Tue 6/19/2018 6:30 PM  
**End:** Tue 6/19/2018 8:30 PM

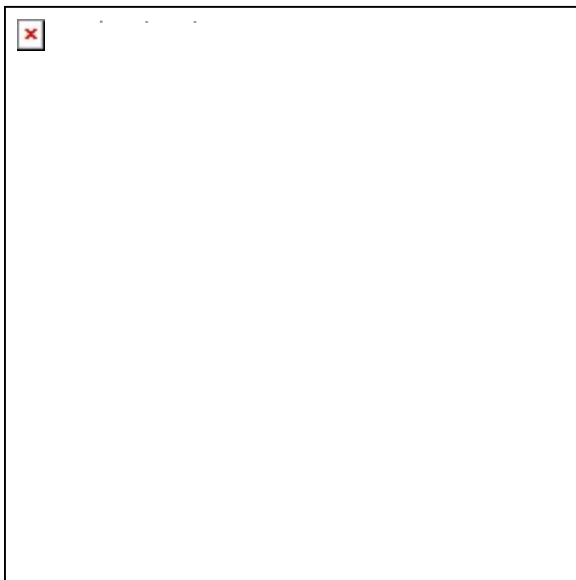
**Recurrence:** (none)

**Meeting Status:** Meeting organizer

**Organizer:** PROVOST, CARLA (USBP)

**Required Attendees:** LUCK, SCOTT A (USBP); (b) (6), (b) (7)(C)

**Join us June 19th at Elephant & Castle!**



Border Patrol Foundation Reception  
June 19th  
6:30-8:30  
Elephant & Castle  
[1201 Pennsylvania Ave, NW Washington D.C.](#)

--

(b) (6)

Executive Director

*"Honoring the Memory...Serving the Families"*

**MARK YOUR CALENDAR:**

*August 24, 2018- 4th Annual Border Heroes Golf Tournament, Sterling, VA*

*October 16, 2018 -10<sup>th</sup> Annual Border Patrol Recognition Dinner,at the Trump International Hotel, Washington, D.C.!*

**[www.borderpatrolfoundation.org](http://www.borderpatrolfoundation.org)**.

(b) (6), (b) (7)(C)

**Subject:** Border Security and Immigration Enforcement Call \*AS2 to Chair\*  
**Location:** NAC, Acting Deputy Secretary's Office/ Call Number: (b) (7)(E)

**Start:** Tue 7/10/2018 1:00 PM  
**End:** Tue 7/10/2018 1:30 PM  
**Show Time As:** Tentative

**Recurrence:** Weekly  
**Recurrence Pattern:** every Tuesday from 1:00 PM to 1:30 PM

**Meeting Status:** Not yet responded

**Organizer:** Nielsen.Scheduler

**Required Attendees:** Grady, Claire; MCALEENAN, KEVIN K; Homan, Thomas; (b) (6)  
Wolf, Chad;  
(b) (6), (b) (7)(C) Cissna, Francis; (b) (6)  
Ron Vitiello (b) (6), (b) (7)(C) ICE.Scheduler  
(b) (7)(E) (b) (6)  
PROVOST, CARLA (USBP); LUCK, SCOTT A (USBP)

**Optional Attendees:** Grady.Scheduler; S1KMN

**DO NOT FORWARD OR COPY THIS INVITATION**

If there are any questions, please contact (b) (6)

**Attendees:**

Acting Deputy Secretary  
Chad Wolf / (b) (6), (b) (7)(C)  
Carla Provost on behalf of Kevin McAleenan, CBP  
(b) (6), (b) (7)(C) on behalf of Ron Vitiello, ICE  
Francis Cissna, USCIS  
(b) (6) OGC

**Call Number:**

(b) (7)(E)

**Objective:**

Weekly call to discuss Border Security and Immigration Enforcement



(b) (6), (b) (7)(C)

**Subject:** Border Wall Interagency Meeting \*new location\*  
**Location:** NAC 1, 0-44

**Start:** Tue 7/31/2018 10:30 AM  
**End:** Tue 7/31/2018 11:30 AM  
**Show Time As:** Tentative

**Recurrence:** (none)

**Meeting Status:** Not yet responded

**Organizer:** Grady.Scheduler

**Required Attendees:** 'S2 Internal (b) (7)(E); S2 Security Detail; (b) (6)  
HUFFMAN, BENJAMINE C; (b) (6), (b) (7)(C)  
SINGLETON, RUYNARD R; LUCK,  
SCOTT A (USBP); PROVOST, CARLA (USBP); MARTIN, JERRY B

**Optional Attendees:** (b) (6)

**DO NOT FORWARD OR COPY THIS INVITATION**

If there are any questions, please contact (b) (6)

**Attendees:**

DHS:

1. Claire Grady, Deputy Secretary
2. (b) (6) Counselor to the Deputy Secretary
3. (b) (6) Counselor to the Secretary
4. (b) (6) Deputy Under Secretary for Management
5. Robert Perez, Deputy Commissioner (A), U.S. Customs and Border Protection
6. Carla Provost, Chief (A), U.S. Border Patrol
7. Scott Luck, Deputy Chief (A), U.S. Border Patrol
8. Benjamin "Carry" Huffman, Executive Director, U.S. Border Patrol
9. Ruynard Singleton, Executive Director, U.S. Border Patrol
10. (b) (6), (b) (7)(C) Deputy Executive Director, U.S. Border Patrol
11. Jerry B. "Brian" Martin, Deputy Executive Director, U.S. Border Patrol
12. (b) (6), (b) (7)(C) General Counsel
13. (b) (6), (b) (7)(C) Associate General Counsel

DOD:

1. (b) (6) Deputy Assistant Secretary of the Navy (Installations and Facilities)
2. (b) (6) CEC, USN, Director, Military Construction; Office of the Assistant Secretary of the Navy (EI&E)
3. (b) (6) ASD for Homeland Defense & Global Security
4. (b) (6) DASD for Homeland Defense & Global Security
5. (b) (6) NAVFAC Chief Engineer

USACE:

1. (b) (6) The Chief of Engineers

2. (b) (6) Director of Military Programs, US Army Corps of Engineers
3. (b) (6) Chief, Interagency and International Services Branch, US Army Corps of Engineers
4. (b) (6) Interim Chief Interagency and International Services
5. (b) (6) (SES), Chief, Real Estate Division, US Army Corps of Engineers
6. (b) (6) USACE
7. (b) (6) USACE Liaison to OSD

DOJ:

1. (b) (6) ENRD Land Acquisition Chief
2. (b) (6)
3. (b) (6) Senior Counsel to the Deputy Attorney General
4. (b) (6) Acting Assistant Attorney General of the Environment and Natural Resources Division

OMB:

1. (b) (6) Deputy Associate Director for Transportation, Homeland, Justice, and Services

**Staff POC:**

(b) (6), (b) (7)(C)

Desk: (b) (6), (b) (7)(C)

Mobile: (b) (6), (b) (7)(C)

(b) (6), (b) (7)(C)

**Protocol POCs:**

DoD: (b) (6)

USACE: (b) (6)

DoJ: (b) (6)

OMB: (b) (6)

**Protocol Lead:**

(b) (6), (b) (7)(C)

**Materials:**

Yes

(b) (6), (b) (7)(C)

**Subject:** Border Wall Update Briefing  
**Location:** RRB Large Conference Room (Room 4.4A)

**Start:** Mon 8/6/2018 2:30 PM  
**End:** Mon 8/6/2018 3:00 PM

**Recurrence:** (none)

**Meeting Status:** Accepted

**Organizer:** Nielsen.Scheduler

**Required Attendees:** Wolf, Chad; (b) (6) (b) (6),  
(b) (6) ESEC-BBIC;  
(b) (6) Claire Grady (b) (6); Grady.Scheduler; (b) (6)  
(b) (6) KEVIN K MCALEENAN  
(b) (6), (b) (7)(C); (b) (6), (b) (7)(C)  
PROVOST, CARLA (USBP); (b) (6)

**DO NOT FORWARD OR COPY THIS INVITATION**

If there are any questions, please contact (b) (6)

**Requester:**  
S1

**Front Office Lead:**  
(b) (6)

**Staff SME:**  
Kevin McAleenan

**After Action Officer:**  
(b) (6)

**Attendees:**  
Secretary  
Acting Deputy Secretary  
Chad Wolf / (b) (6)

(b) (6)

Kevin McAleenan, CBP +1  
Carla Provost, CBP

(b) (6)

**Objective:**

To provide S1 with an update on the border wall

**Briefing Materials:**

(b) (6), (b) (7)(C)

---

**Subject:** BP Foundation Dinner  
**Location:** Trump Hotel  
  
**Start:** Tue 10/16/2018 6:00 PM  
**End:** Tue 10/16/2018 10:30 PM  
  
**Recurrence:** (none)  
  
**Organizer:** PROVOST, CARLA (USBP)

(b) (6), (b) (7)(C)

**Subject:** Brief: (b) (7)(E)  
**Location:** USBP Conf RM (b)  
**Start:** Mon 5/14/2018 2:00 PM  
**End:** Mon 5/14/2018 2:30 PM  
**Recurrence:** (none)  
**Meeting Status:** Meeting organizer  
**Organizer:** PROVOST, CARLA (USBP)  
**Required Attendees:** LUCK, SCOTT A (USBP); HASTINGS, BRIAN S; HUFFMAN, BENJAMINE C; HOOVER, CRINLEY S; (b) (6), (b) (7)(C)  
(b)  
(b)  
**Resources:** USBP CONFERENCE ROOM (b)

Decision by leadership on options 1, 2, 3 for the Vest Carrier Placards, followed by 30 minute briefing on the light weight RDU Shirt.

Respectfully,

Assistant Chief (b) (6), (b) (7)(C)  
Adjutant of Chief Carla L. Provost  
U.S. Border Patrol Headquarters  
(b) (6), (b) (7)(C) Desk | (b) (6), (b) (7)(C) Mobile  
Email HSDN: (b) (6), (b) (7)(C)

(b) (7)(E)

(b) (6), (b) (7)(C)

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**Subject:** C1 Call TO Chief Provost

**Location:** (b) (7)(E)

**Start:** Mon 6/4/2018 8:00 PM

**End:** Mon 6/4/2018 8:30 PM

**Recurrence:** (none)

**Meeting Status:** Accepted

**Organizer:** CBP COMMISSIONER SCHEDULER

**Required Attendees:** PROVOST, CARLA (USBP); (b) (6), (b) (7)(C) MCALEENAN, KEVIN K;  
FLANAGAN, PATRICK S; (b) (6), (b) (7)(C)

(b) (6), (b) (7)(C)

**Subject:** C1 Follow Up on SWB Update

**Location:** Commissioner's Small Conference Room

**Start:** Thu 7/19/2018 5:00 PM

**End:** Thu 7/19/2018 5:30 PM

**Show Time As:** Tentative

**Recurrence:** (none)

**Meeting Status:** Not yet responded

**Organizer:** CBP COMMISSIONER SCHEDULER

**Required Attendees:** HOWE, RANDY J; FLANAGAN, PATRICK S; (b) (6), (b) (7)(C) PETERLIN, MEGHANN K;  
(b) (6), (b) (7)(C) HASTINGS, BRIAN S; (b) (6), (b) (7)(C)  
HUDSON, RICHARD M; (b) (6), (b) (7)(C) DCC10A-RMB-  
COMMISSIONER-CN-RM; PROVOST, CARLA (USBP); (b) (6), (b) (7)(C) Owen, Todd  
C (AC OFO); LUCK, SCOTT A (USBP); WAGNER, JOHN P; (b) (6), (b) (7)(C)  
(b) (6), (b) (7)(C) COUREY,  
MARC BENNETT (OCC); (b) (6), (b) (7)(C)

Phone: (b) (7)(E)

Pin: (b) (7)(E)



(b) (6), (b) (7)(C)

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**Subject:** C1 tasker discussion  
**Location:** Chief's Teaming Room

**Start:** Wed 7/11/2018 2:30 PM  
**End:** Wed 7/11/2018 3:00 PM

**Recurrence:** (none)

**Meeting Status:** Meeting organizer

**Organizer:** PROVOST, CARLA (USBP)

**Required Attendees:** LUCK, SCOTT A (USBP); HUDSON, RICHARD M; HASTINGS, BRIAN S; (b) (6), (b) (7)(C)

(b) (6), (b) (7)(C)

**Subject:** \*C2 to Chair\* Agency Leadership Council (ALC)

**Location:** Commissioner's Large Conference Room

**Start:** Mon 10/29/2018 1:00 PM

**End:** Mon 10/29/2018 2:00 PM

**Show Time As:** Tentative

**Recurrence:** (none)

**Meeting Status:** Tentatively accepted

**Organizer:** CBP COMMISSIONER SCHEDULER

**Required Attendees:** Owen, Todd C (AC OFO); SMITH, BRENDA BROCKMAN; (b) (6), (b) (7)(C) OC BRIEFING STAFF; FLANAGAN, PATRICK S; KOLBE, KATHRYN; PEREZ, ROBERT E; PROVOST, CARLA (USBP); (b) (6), (b) (7)(C) YOUNG, EDWARD E; DCC10A-RMB-COMMISSIONER-CN-RM; MCALEENAN, KEVIN K; LANDFRIED, PHIL A; (b) (6), (b) (7)(C) JACKSTA, LINDA L (DEAC OS); SANDERS, JOHN P; (b) (6), (b) (7)(C) ; HARRIS, MELVIN; (b) (6), (b) (7)(C) HUFFMAN, BENJAMINE C; WAGNER, JOHN P; (b) (6), (b) (7)(C) (CTR)

**Optional Attendees:** KOUMANS, MARK

(b) (6), (b) (7)(C)

**Subject:** \*CALL IN ADDED\* Border Patrol 10% Retention Incentive

**Location:** Commissioner's Small Conference Room

**Start:** Fri 6/8/2018 4:30 PM

**End:** Fri 6/8/2018 5:00 PM

**Recurrence:** (none)

**Meeting Status:** Accepted

**Organizer:** CBP COMMISSIONER SCHEDULER

**Required Attendees:** PROVOST, CARLA (USBP); KOLBE, KATHRYN; OC BRIEFING STAFF; FLANAGAN, PATRICK S; (b) (6), (b) (7)(C); DCC10A-RMB-COMMISSIONER-CN-RM; VITIELLO, RONALD D (USBP); LUCK, SCOTT A (USBP); HOOVER, CRINLEY S; (b) (6), (b) (7)(C)

**Optional Attendees:** (b) (6), (b) (7)(C) HUFFMAN, BENJAMINE C; HARRIS, MELVIN GRABLE, SAMUEL D; CAINE, JEFFREY; (b) (6), (b) (7)(C) MEEHAN, ANDREW C

Phone: (b) (7)(E)

Pin: (b) (7)(E)

USBP & ES, please send names of additional attendees to (b) (6), (b) (7)(C)

BM: Yes

Lead Office: USBP

Coordinating Office: ES

OC POC: (b) (6), (b) (7)(C)

Call Deputy Commissioner

**Border Patrol 10% Retention Incentive**

June 8, 2018

4:30 PM

Commissioner's Small Conference Room

**Overview:**

- (b) (7)(E), (b) (5)
- 
- 

(b) (5), (b) (7)(E)

(b) (5), (b) (7)(E)

**PRESS:** NA

**CBP/OPA Services Required:** NA

**ATTACHMENTS:** NA

**PARTICIPANTS:**

McAleenan, Kevin

Vitiello, Ronald D

Provost, Carla

Luck, Scott A

Huffman, Benjamine C

Hoover, Crinley S

(b) (6), (b) (7)(C)

Kolbe, Kathryn

Grable, Samuel D

Caine, Jeffrey

(b) (6), (b) (7)(C)

**STAFF RESPONSIBLE FOR BRIEFING MEMO:**

(b) (6), (b) (7)(C)

JUN 07 2018

1300 Pennsylvania Avenue NW  
Washington, DC 20229



**U.S. Customs and  
Border Protection**

MEMORANDUM FOR: Carla L. Provost  
Acting Chief  
U.S. Border Patrol

THROUGH: Kathryn L. Kolb (b) (6), (b) (7)(C)  
Executive Assistant Commissioner  
Enterprise Services

FROM: Melvin Harris  
Acting Assistant Commissioner  
Office of Human Resources Management

SUBJECT: Border Patrol Retention Incentives

Enterprise Services is fully supportive of U.S. Border Patrol (USBP) retention incentives, as current attrition and hiring rates will not meet CBP's authorized staffing requirements. An HRM analysis, supported by USBP Mission Readiness, determined that 40% of the GS-12 and GS-13 Border Patrol Agents (BPAs) that separated from USBP during the last 2.5 years<sup>1</sup> left federal service and were potentially eligible for a retention incentive. Since 13 Feb 18, several iterations of incentive parameters were requested for consideration/analysis, and on 23 May 18, USBP settled on a 10 percent group retention incentive requirement for supervisory and non-supervisory Border Patrol Agents (BPA), GS-1896-12 and 13 grade levels, in all geographic locations. Similarly, USBP also requested consideration of: a 13 percent incentive for BPA in grades GS-1896-5 through 13 grade levels in high attrition locations; a 16 percent incentive for BPA in grades GS-1896-5 through 13 grade levels in certain remote locations with high attrition; and a 10 percent incentive for Law Enforcement Communication Assistants, GS-1082 and Automotive Mechanics, WG-5823 positions.

HRM has determined the conditions for the 10 percent retention incentive for GS-12 & GS-13 personnel meet the requirements outlined within the Office of Personnel Management (OPM) regulations 5 C.F.R § 575.301 through 314 for the group retention incentive. CBP may pay a current group (occupational series) of federal employees a retention incentive under certain circumstances, according to OPM regulations at 5 C.F.R § 575.306(c). The factors considered when approving the group retention incentive are: (1) The Agency determines that the unusually high or unique qualifications of the employee or a special need of the Agency for the employee's services makes it essential to retain the employee; and (2) It is reasonable to presume that there is a high risk that a significant number of employees in the targeted category would be likely to leave the federal service in the absence of a retention incentive.

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<sup>1</sup> FY15 to Pay Period 3 Calendar Year 2018

SUBJECT: Border Patrol Retention Incentives

In accordance with 5 C.F.R § 575.311(a)(1), the determination to pay a retention incentive will need to be reviewed annually to determine whether the original determination still applies or whether the incentive payment is still warranted. In reviewing this request, HRM considered several significant factors relevant to a retention incentive determination. These factors included attrition data, duty location, and most significantly, the unique qualifications required for the position to accomplish CBP's mission.

(b) (5)

•  
•

(b) (5)

(b) (5)

Moving forward, HRM will collaborate with USBP on the development of an implementation plan provided funding is available. The implementation plan purpose and objectives will ensure USBP's incentive plan meet regulatory guidance under Title 5, CFR, Part 575, Subpart C.

Please feel free to contact me if you have questions. If any members of your staff have questions, they may contact Mr. Melvin Harris, Acting Assistant Commissioner or (b) (6), (b) (7)(C) (b) (6), (b) (7)(C) Human Resources Policy and Regulatory Affairs Division at (b) (6), (b) (7)(C)

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<sup>2</sup> These calculations are based on BPA on-board numbers as of pay period 03 calendar year 2018 with a 2.3 percent hiring rate, assuming no attrition, using \$90,000 average annual salary, and factoring in step and grade increases each year.

(b) (6), (b) (7)(C)

**Subject:** Call Sheet  
**Location:** Chief's Office  
  
**Start:** Fri 6/29/2018 2:00 PM  
**End:** Fri 6/29/2018 2:30 PM  
  
**Recurrence:** (none)  
  
**Meeting Status:** Meeting organizer  
  
**Organizer:** PROVOST, CARLA (USBP)  
**Required Attendees:** LUCK, SCOTT A (USBP); (b) (6), (b) (7)(C)

Within the 1400—1430 block, a brief (b) (7)(E) call for BPA (b) (6), (b) (7)(C)

Respectfully,

Assistant Chief (b) (6), (b) (7)(C)  
Adjutant of Chief Carla L. Provost  
U.S. Border Patrol Headquarters

(b) (6), (b) (7)(C) Desk | (b) (6), (b) (7)(C) Mobile

Email HSDN: (b) (6), (b) (7)(C)  
Email JWICS: (b) (6), (b) (7)(C)

**From:** (b) (6), (b) (7)(C)  
**Sent:** Friday, June 29, 2018 12:42:30 AM  
**To:** (b) (6), (b) (7)(C)  
**Subject:** FW: (b) (6), (b) (7)(C) Update

**From:** (b) (6), (b) (7)(C)  
**Sent:** Thursday, June 28, 2018 3:23 PM  
**To:** (b) (6), (b) (7)(C)  
**Subject:** RE: (b) (6), (b) (7)(C) Update

(b) (6), (b) (7)(C)

I talked to the wife, (b) (6), (b) (7)(C); she says she will be up and about before 7 a.m. (10 EST) if the Chief would like to call then to see if (b) (6), (b) (7)(C) is awake. If not, the 11 a.m. (2 EST) will work. You can reach (b) (6), (b) (7)(C), and she said the Chief can call anytime.

(b) (6), (b) (7)(C) said she will have her phone with her all day tomorrow, but if for some reason the call doesn't work (b) (6), (b) (7)(C)



She expressed her gratitude for all that the Border Patrol has done so far, and is honored that the Chief is taking time out her busy schedule to check up their family.

V/r

(b) (6), (b) (7)(C)

(b) (6), (b) (7)(C)

(A)Assistant Chief Patrol Agent

U.S. Border Patrol

TCA Training and Traumatic Incident Management Department

2430 South Swan Rd., Tucson, AZ 85711

(O)(b) (6), (b) (7)(C)

(C)

(b) (6), (b) (7)(C)

---

**Subject:** Call Sheet  
**Location:** Chief's Office

**Start:** Thu 6/7/2018 4:30 PM  
**End:** Thu 6/7/2018 5:00 PM

**Recurrence:** (none)

**Meeting Status:** Meeting organizer

**Organizer:** PROVOST, CARLA (USBP)

**Required Attendees:** PROVOST, CARLA (USBP); (b) (6), (b) (7)(C) LUCK, SCOTT A (USBP); (b) (6), (b) (7)(C)

**Optional Attendees:** (b) (6), (b) (7)(C)

Call to BPA (b) (6), (b) (7)(C) is set for 1630-1700 (EST) timeframe. The call should not, but may bleed into the 1700-1715 window depending on prior scheduled meetings.

(b) (7)(E)

Thank you.

Respectfully,

Assistant Chief (b) (6), (b) (7)(C)  
Adjutant of Chief Carla L. Provost  
U.S. Border Patrol Headquarters

(b) (6), (b) (7)(C) Desk | (b) (6), (b) (7)(C) Mobile

Email HSDN: (b) (6), (b) (7)(C)  
Email JWICS: (b) (6), (b) (7)(C)



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## Office Call Sheet Request

**Date of Request:** 6/6/2018

**Purpose of call:** On Duty injury of Agent

**Employee's Name:** (b) (6), (b) (7)(C)

**Title or Relation:** Border Patrol Agent

**Phone Number:** (b) (6), (b) (7)(C)

**Office Location:** (b) (7)(E)

**Executive Summary:** On June 5, 2018, Border Patrol Agent (BPA) (b) (6), (b) (7)(C) was injured while participating in quarterly firearms qualifications. While at the (b) (7)(E) line of fire with a service issued M4 rifle, a ricochet from the metal target stand stuck BPA (b) (6), (b) (7)(C) in the left arm at the outside of his elbow.

**Background Details:** On June 5, 2018, Border Patrol Agent (BPA) (b) (6), (b) (7)(C) was injured during the quarterly firearms qualification. During the course of fire with the service issued M-4 rifle, at the (b) (7)(E) line, a metal fragment struck BPA (b) (6), (b) (7)(C) in the left arm near the outside of his elbow. It is believed that part of a bullet ricochet off of an old metal target hanger. BPA (b) (6), (b) (7)(C) was taken to the emergency room in (b) (7)(E) Montana. He was assessed by the doctor and a surgeon, x-rayed, and released. Do to the location of the debris, it was determined that attempting to remove it at that time would not be feasible. BPA (b) (6), (b) (7)(C) was released on the same day and cleared for full duty. He has a follow up with the surgeon on Thursday, June 7, 2018.

**Recommended time(s) for call:** 1400-1600 hrs. Mountain Time

**Other participants on call:** N/A

**Watch-Out Items:** N/A

**Talking Points:** BPA (b) (6), (b) (7)(C) has been assigned to the (b) (7)(E) Border Patrol Station since the fall of 2015. He is active in details with the (b) (7)(E)

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**Commissioner's Office Only:**

Called by: \_\_\_\_\_

Date/Time called: \_\_\_\_\_



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**General Information regarding CBP Employees:**

Full Name: (b) (6), (b) (7)(C)

Title: Border Patrol Agent

Grade: 12

Work Location: Havre Sector / (b) (7)(E) Station

DOB: (b) (6), (b) (7)(C)

EOD: (b) (6), (b) (7)(C)

Supervisor: Supervisory Border Patrol Agent (b) (6), (b) (7)(C)

**Office POC to coordinate call with if necessary:** ADPAIC (b) (6), (b) (7)(C)

**Call request submitted by:** Assistant Chief (b) (6), (b) (7)(C)

---

**Commissioner's Office Only:**

Called by: \_\_\_\_\_

Date/Time called: \_\_\_\_\_

(b) (6), (b) (7)(C)

---

**Subject:** Call Sheet - Agent (b) (6), (b) (7)(C)

**Start:** Mon 7/23/2018 5:00 PM

**End:** Mon 7/23/2018 5:10 PM

**Recurrence:** (none)

**Organizer:** PROVOST, CARLA (USBP)

(b) (6), (b) (7)(C)

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**Subject:** Call Sheets - (b) (6), (b) (7)(C)

**Start:** Fri 7/13/2018 4:00 PM

**End:** Fri 7/13/2018 4:15 PM

**Recurrence:** (none)

**Organizer:** PROVOST, CARLA (USBP)

(b) (6), (b) (7)(C)

---

**Subject:** Call to Chief Provost

**Location:** C1 will Call B1 Cell

**Start:** Tue 7/31/2018 5:30 PM

**End:** Tue 7/31/2018 6:00 PM

**Recurrence:** (none)

**Meeting Status:** Accepted

**Organizer:** CBP COMMISSIONER SCHEDULER

**Required Attendees:** PROVOST, CARLA (USBP) (b) (6), (b) (7)(C)

(b) (6), (b) (7)(C)

---

**Subject:** Call w/ (b) (6), (b) (7)(C)

**Location:** Telecon: (b) (7)(E)

**Start:** Thu 6/21/2018 6:00 PM

**End:** Thu 6/21/2018 6:30 PM

**Recurrence:** (none)

**Meeting Status:** Accepted

**Organizer:** CBP COMMISSIONER SCHEDULER

**Required Attendees:** HUFFMAN, BENJAMINE C; PROVOST, CARLA (USBP) (b) (6), (b) (7)(C)

FLANAGAN, PATRICK S; (b) (6), (b) (7)(C)

**Phone:** (b) (7)(E)

**Pin:** (b) (7)(E)



(b) (6), (b) (7)(C)

**Subject:** Canceled: \*\*Back-Up Date\*\* Homeland Security Operations Council (HSOC) Meeting  
**Location:** NAC 3 G-010

**Start:** Fri 7/13/2018 1:00 PM  
**End:** Fri 7/13/2018 2:00 PM  
**Show Time As:** Free

**Recurrence:** (none)

**Meeting Status:** Not yet responded

**Organizer:** Scheduler, Chavez  
**Required Attendees:** HSOC; HSOC Executive Support  
**Optional Attendees:** (b) (6) (b) (6), (b) (7)(C) JACKSTA, LINDA L (DEAC OS); (b) (6)  
YOUNG, EDWARD E; (b) (6), (b) (7)(C)

**Importance:** High

**NOTE:** The meeting will be held at the Nebraska Avenue Complex (NAC), 3801 Nebraska Avenue, NW. Please pull up to the guard's gate and they will assist you on where to obtain a parking pass and where to park. Report to Building 3, Lobby Area and there will be people there to escort you to the conference room. Please call the main office number at (b) (6), (b) (7)(C) if you require further assistance.

For those planning to attend via VTC, please send an email to (b) (7)(E) and we will have IT coordinate the connection with your office.

\*\*Director Chavez is inviting you to participate in the Homeland Security Operations Council (HSOC) meeting. The primary purpose of this meeting is to discuss DHS Readiness Reporting. A final agenda will be sent prior to the meeting.

Confirmed Attendees (In Person):

Confirmed Attendees (VTC):

Invitees: HSOC

For Awareness: HSOC Executive Support

Contact: (b) (6)

Advisor/Action Officer: (b) (6)

06.27.2018 (b) (6)

(b) (6), (b) (7)(C)

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**Subject:** Canceled: BP Pay Reform \*canx per COS ES  
**Location:** RRB 3.5F EAC Kolbe office

**Start:** Tue 6/12/2018 2:00 PM  
**End:** Tue 6/12/2018 3:00 PM  
**Show Time As:** Free

**Recurrence:** (none)

**Meeting Status:** Accepted

**Organizer:** KOLBE, KATHRYN

**Required Attendees:** PROVOST, CARLA (USBP); HARRIS, MELVIN; LADOWICZ, JOHN P; GARCIA-TOMCHICK, HONOR; (b) (6), (b) (7)(C) HOOVER, CRINLEY S; (b) (6), (b) (7)(C) (b) (6), (b) (7)(C)

**Optional Attendees:** HUFFMAN, BENJAMINE C; (b) (6), (b) (7)(C) LOWRY, KIM M; (b) (6), (b) (7)(C)

**Importance:** High

Dial in (b) (7)(E)

(b) (6), (b) (7)(C)

**Subject:** Canceled: Check in & Prep for WH call  
**Location:** Chief Provost's office

**Start:** Tue 7/24/2018 9:00 AM  
**End:** Tue 7/24/2018 9:30 AM  
**Show Time As:** Free

**Recurrence:** (none)

**Meeting Status:** Accepted

**Organizer:** PETERLIN, MEGHANN K

**Required Attendees:** PROVOST, CARLA (USBP); (b) (6), (b) (7)(C)

When: Tuesday, July 24, 2018 1:00 PM-1:30 PM. UTC

Where: Chief Provost's office

\*~\*~\*~\*~\*~\*~\*~\*~\*~\*

(b) (6), (b) (7)(C)

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**Subject:** Canceled: EO Implementation Conference Call  
**Location:** Commissioner's Small Conference Room/Telecon

**Start:** Wed 6/20/2018 6:00 PM  
**End:** Wed 6/20/2018 6:45 PM  
**Show Time As:** Free

**Recurrence:** (none)

**Meeting Status:** Not yet responded

**Organizer:** CBP COMMISSIONER SCHEDULER

**Required Attendees:** BOATRIGHT, ROBERT L; CHAVEZ, FELIX; CHAVEZ, GLORIA I; HULL, AARON A; (b) (6), (b) (7)(C)  
PADILLA, MANUEL JR; SCOTT, RODNEY S; KARISCH, RODOLFO; PORVAZNIK, ANTHONY J; HASTINGS, BRIAN S; PROVOST, CARLA (USBP); HUDSON, RICHARD M; LUCK, SCOTT A (USBP); VITIELLO, RONALD D (USBP); PETERLIN, MEGHANN K; FLANAGAN, PATRICK S; (b) (6), (b) (7)(C)

**Importance:** High

(b) (6), (b) (7)(C)

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**Subject:** Canceled: S2 SWB Update Call  
**Location:** Commissioner's Small Conference Room

**Start:** Tue 6/12/2018 4:00 PM  
**End:** Tue 6/12/2018 4:30 PM  
**Show Time As:** Free

**Recurrence:** (none)

**Meeting Status:** Accepted

**Organizer:** CBP COMMISSIONER SCHEDULER  
**Required Attendees:** HOWE, RANDY J; FLANAGAN, PATRICK S; (b) (6), (b) (7)(C) PETERLIN, MEGHANN K;  
(b) (6), (b) (7)(C) HASTINGS, BRIAN S; (b) (6), (b) (7)(C)  
HUDSON, RICHARD M; (b) (6), (b) (7)(C) DCC10A-RMB-  
COMMISSIONER-CN-RM; PROVOST, CARLA (USBP); LUCK, SCOTT A (USBP)

**Importance:** High

(b) (6), (b) (7)(C)

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**Subject:** Canine Training Program Discussion  
**Location:** EAC Kolbe's Office

**Start:** Wed 9/12/2018 10:00 AM  
**End:** Wed 9/12/2018 10:30 AM

**Recurrence:** (none)

**Meeting Status:** Accepted

**Organizer:** KOLBE, KATHRYN  
**Required Attendees:** PROVOST, CARLA (USBP)  
**Optional Attendees:** HALL, CHRISTOPHER J

JUN 01 2018



U.S. Customs and  
Border Protection

MEMORANDUM FOR: Todd C. Owen  
Executive Assistant Commissioner  
Office of Field Operations

Carla Provost  
Acting Chief  
United States Border Patrol

FROM: Kathryn L. Keane  
Executive Assistant  
Enterprise Services

(b) (6), (b) (7)(C)

SUBJECT: Canine Training Program Performance

On April 9, 2018, Enterprise Services briefed the Senior Management Council on the development and implementation of its performance measure dashboard. As part of the dashboard, the Office of Training and Development (OTD) established a target/metric of 85% utilization rate for all advanced training seats approved within the National Training Plan (NTP). The utilization target ensures that critical training funds apply to necessary courses that align to mission accomplishment/execution.

Currently, the average utilization rate for canine training is (b) (7)(E) for Fiscal Year (FY) 2018. The table below provides a breakdown of individual course utilization rates for both USBP and OFO disciplines:

USBP DISCIPLINES	Scheduled	Filled	Unfilled	% Filled	Center
Concealed Human Narcotic Detection Canine Handler Course	(b) (7)(E)				
Concealed Human Narcotic Detection Canine Instructor Course					
Concealed Human Narcotic Detection Returning Handler Course					
Human Remains Detection Canine Handler Course					
Human Remains Detection Canine Instructor Course					
Instructor Recertification Course					
(b) (7)(E) course					
Patrol Canine Handler Course					

Patrol Canine Instructor Course	(b) (7)(E)
Patrol Canine Returning Handler Course	
Search and Rescue Returning Handler Course	
Search and Rescue Instructor Course	
Search and Rescue Returning Handler Course	
Tracking and Trailing Concealed Human Narcotic Detection Handler Course	
Tracking and Trailing Concealed Human Narcotic Detection Instructor Course	
USBP TOTAL	

OFO DISCIPLINES	Scheduled	Filled	Unfilled	% Filled	Center
(b) (7)(E) Detection Handler Course	(b) (7)(E)				
(b) (7)(E) Detection Returning Handler Course					
Concealed Human Narcotic Detection Canine Handler Course					
Concealed Human Narcotic Detection Canine Instructor Course					
Concealed Human Narcotic Detection Returning Handler Course					
Instructor Recertification Course					
Passenger Processing Course					
OFO TOTAL					

Given the remaining training schedule for FY18, if all remaining courses and disciplines are filled, OTD projects an average utilization rate of (b) (7)(E), (b) (5) for both USBP (b) (7)(E), (b) (5) and OFO (b) (7)(E), (b) (5) but we do not anticipate all courses and disciplines to be filled.

(b) (7)(E), (b) (5)

(b) (7)(E), (b) (5)

The other issue regarding seat utilization is costs. These cost factors are broken into two categories: training consumables and fixed/sunk costs. The canine training program manages training consumables, which include canine procurement, medical, food and equipment costs along with student travel and per diem. If seats are not utilized this funding is returned to the National Training Plan and applied to other training needs/requirements. The total average training cost per student excluding TDY instructors is (b) (7)(E)



The fixed/sunk costs are required regardless of class size and can't be repurposed to include TDY instructors. The (b) (7)(E) seats not utilized in the tables above have generated \$1.23M in funding spent for partially filled classes. Lastly, (b) (7)(E) the canine training program relies on TDY personnel. To date, OTD has utilized (b) (7)(E) TDYs, which adds another \$733,494 to the fixed costs. The TDY instructor cost also adds another (b) (7)(E) per student, bringing the total average training cost per student to (b) (7)(E).

These total fixed costs equate to \$1.96M. While OTD incurs these costs regardless of the number of students per class, the funding not used due to no-shows could support (b) (7)(E), (b) (5) additional CBPO or BPA basic convenings.

Our number one priority is to support your training needs. It would be helpful if you could confirm your plan to fill allocated canine training seats for the remainder of FY18, so that we can optimize training resources. Please let me know if you would like to discuss and we can meet with Assistant Commissioner (b) (6), (b) (7)(C) to discuss.

(b) (6), (b) (7)(C)

---

**Subject:** Case Follow Up

**Location:** Telecon: (b) (7)(E)

**Start:** Sat 6/9/2018 6:30 PM

**End:** Sat 6/9/2018 7:00 PM

**Show Time As:** Tentative

**Recurrence:** (none)

**Meeting Status:** Not yet responded

**Organizer:** CBP COMMISSIONER SCHEDULER

**Required Attendees:** FLANAGAN, PATRICK S; (b) (6), (b) (7)(C) KLEIN,  
MATTHEW (OPR); (b) (6), (b) (7)(C) PROVOST, CARLA (USBP)  
(b) (6), (b) (7)(C) HASTINGS, BRIAN S; LUCK, SCOTT A (USBP); (b) (6), (b) (7)(C)  
(b) (6), (b) (7)(C) MCALEENAN, KEVIN K; FRIEL, MICHAEL J; MEEHAN, ANDREW C; (b) (6), (b) (7)(C)

Phone (b) (7)(E)

Pin: (b) (7)(E)

(b) (6), (b) (7)(C)

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**Subject:** CBP Flight and Float Hour Executive Oversight Council

**Location:** Commissioner's Small Conference Room

**Start:** Thu 9/6/2018 11:00 AM

**End:** Thu 9/6/2018 12:00 PM

**Recurrence:** (none)

**Meeting Status:** Accepted

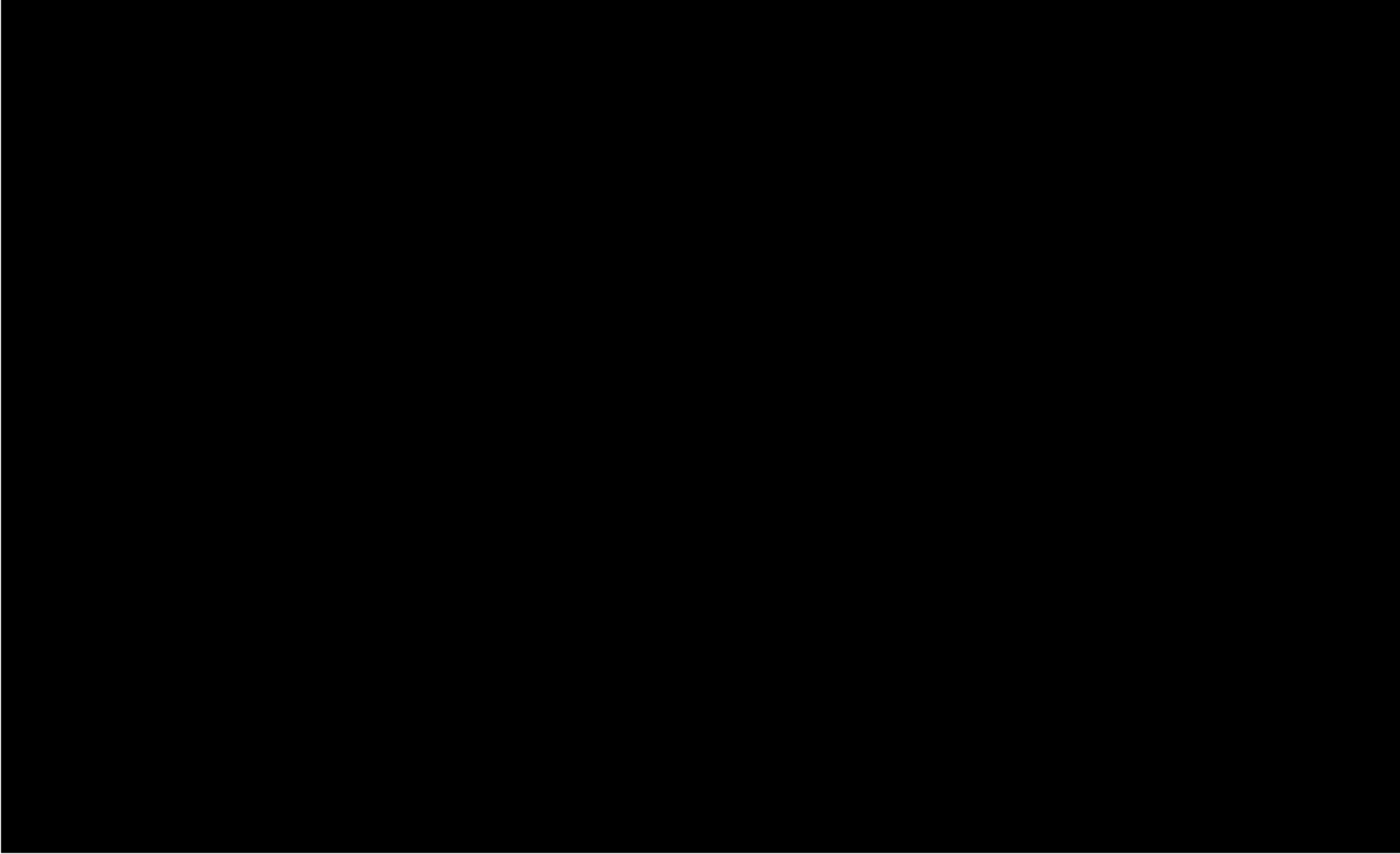
**Organizer:** CBP COMMISSIONER SCHEDULER

**Required Attendees:** YOUNG, EDWARD E; HASTINGS, BRIAN S; MICHELINI, DENNIS J; (b) (6), (b) (7)(C)  
LUCK, SCOTT A (USBP); BOYER, STEPHEN A; HUDSON, RICHARD M; PROVOST, CARLA  
(USBP); CBP DEPUTY COMMISSIONER SCHEDULER; (b) (6), (b) (7)(C)

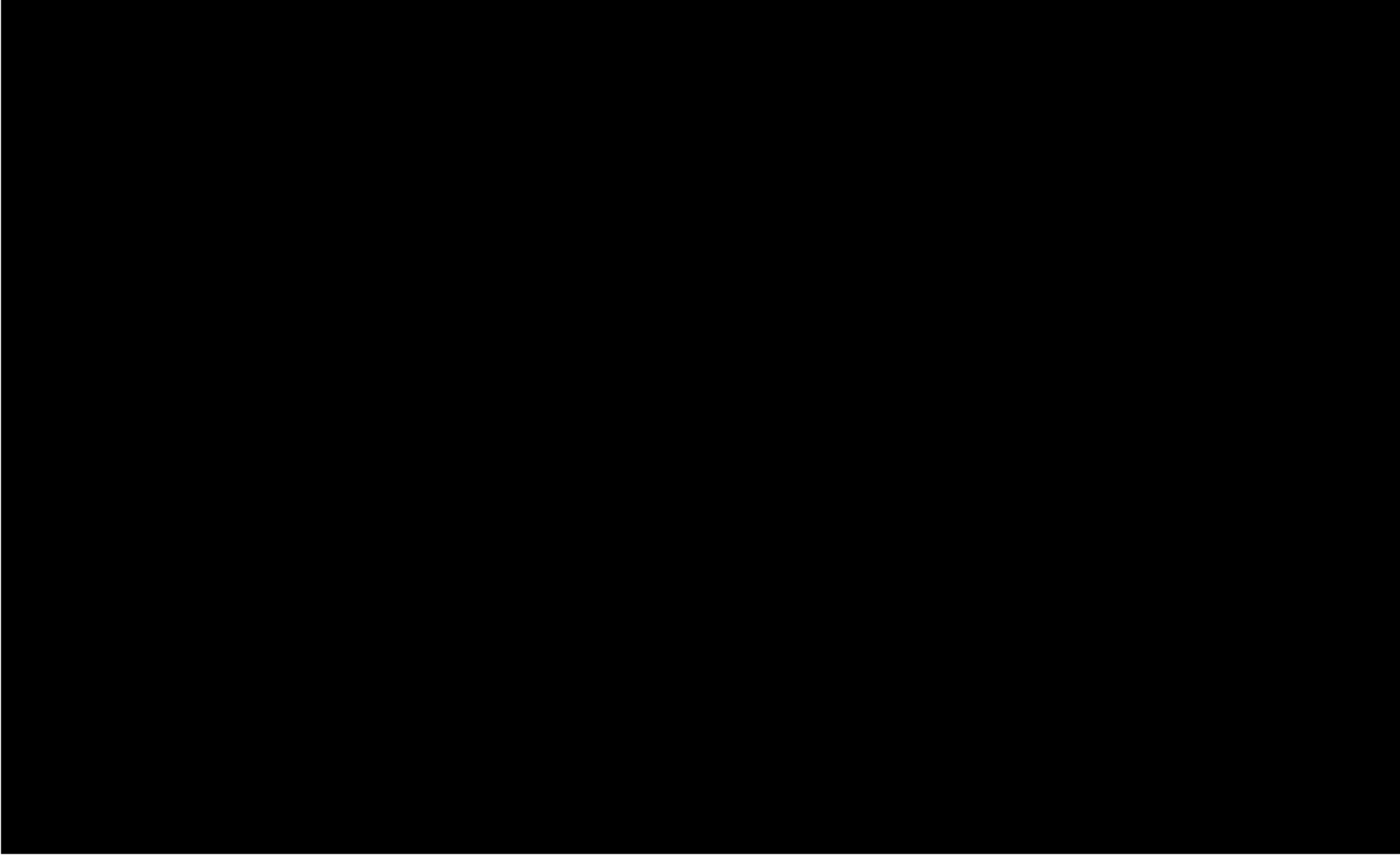
(b) (5)

(b) (5)

(b) (5), (b) (7)(E)



(b) (5), (b) (7)(E)

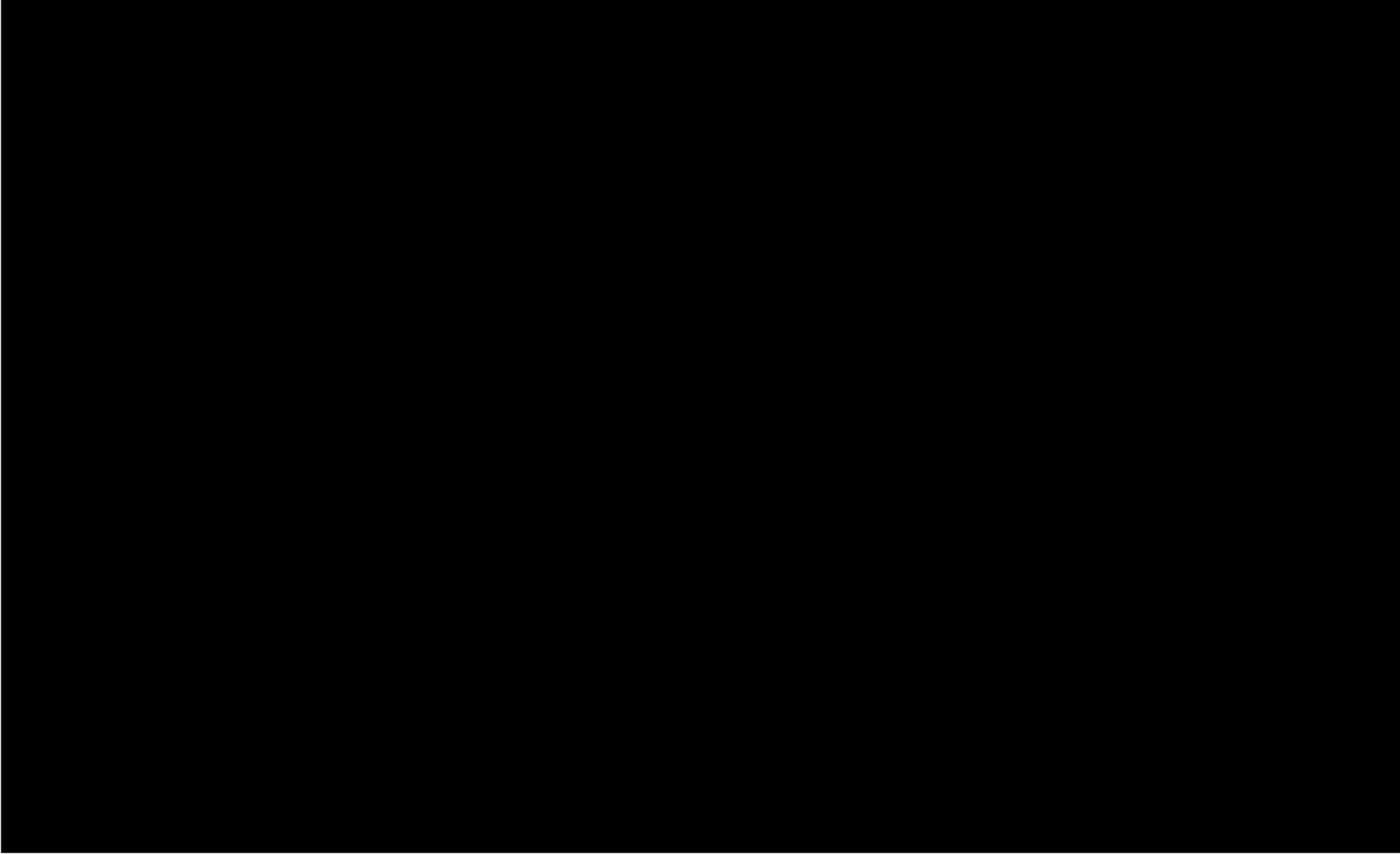


(b) (5), (b) (7)(E)

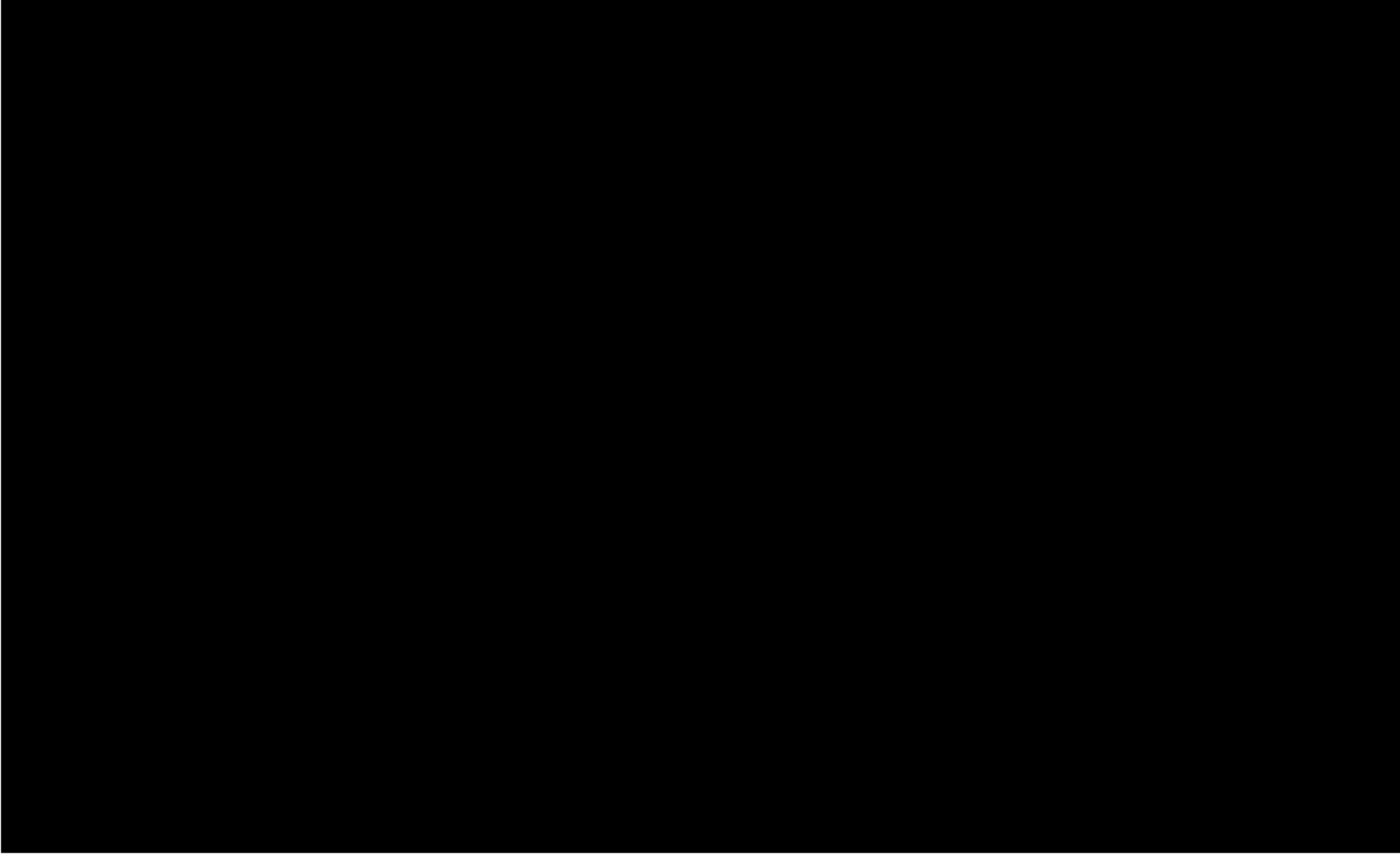




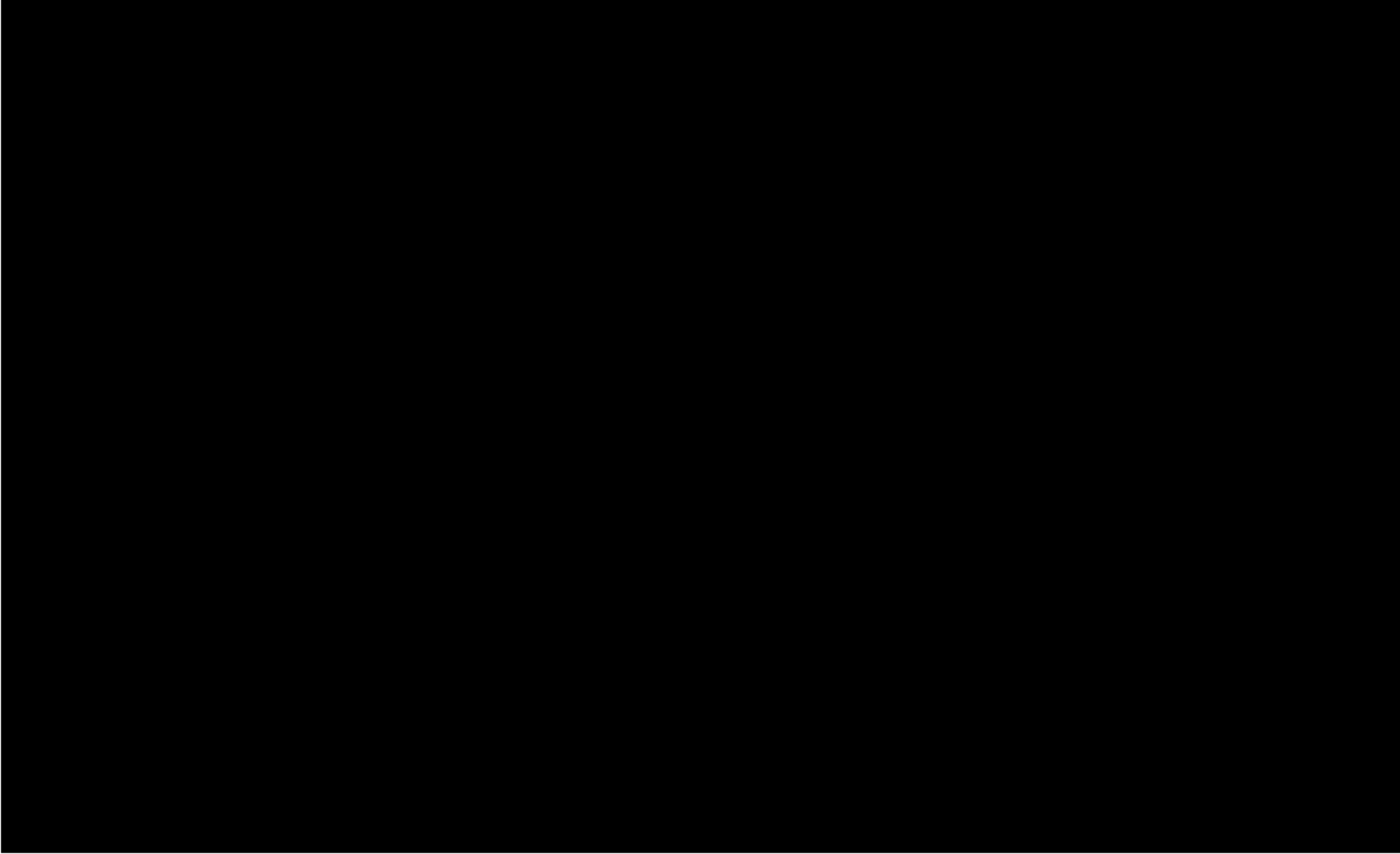
(b) (5), (b) (7)(E)



(b) (5), (b) (7)(E)



(b) (5), (b) (7)(E)



(b) (6), (b) (7)(C)

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**Subject:** CBP Leadership Conference discussion  
**Location:** Chief's Office

**Start:** Wed 6/6/2018 1:00 PM  
**End:** Wed 6/6/2018 1:30 PM

**Recurrence:** (none)

**Meeting Status:** Meeting organizer

**Organizer:** PROVOST, CARLA (USBP)

**Required Attendees:** LUCK, SCOTT A (USBP); (b) (6), (b) (7)(C)

Respectfully,

Assistant Chief (b) (6), (b) (7)(C)  
Adjutant of Chief Carla L. Provost  
U.S. Border Patrol Headquarters

(b) (6), (b) (7)(C)

Email HSDN: (b) (6), (b) (7)(C)  
Email JWICS: (b) (6), (b) (7)(C)

(b) (6), (b) (7)(C)

---

**Subject:** CBP Leadership Conference discussion  
**Location:** Chief's Office

**Start:** Wed 6/6/2018 1:00 PM  
**End:** Wed 6/6/2018 1:30 PM

**Recurrence:** (none)

**Meeting Status:** Meeting organizer

**Organizer:** PROVOST, CARLA (USBP)

**Required Attendees:** LUCK, SCOTT A (USBP); (b) (6), (b) (7)(C)

Respectfully,

Assistant Chief (b) (6), (b) (7)(C)

Adjutant of Chief Carla L. Provost

U.S. Border Patrol Headquarters

(b) (6), (b) (7)(C) Desk | (b) (6), (b) (7)(C) Mobile

Email HSDN: (b) (6), (b) (7)(C)  
Email JWICS: (b) (6), (b) (7)(C)

(b) (6), (b) (7)(C)

**Subject:** CBP Valor Memorial Recognition - Luncheon with the Commissioner

**Start:** Thu 8/2/2018 12:00 PM

**End:** Thu 8/2/2018 1:00 PM

**Recurrence:** (none)

**Organizer:** PROVOST, CARLA (USBP)

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**From:** ARD, WILLIAM P

**Sent:** Thursday, July 26, 2018 10:46:09 AM

**To:** JACKSTA, LINDA L (DEAC OS); PROVOST, CARLA (USBP); Owen, Todd C (AC OFO); YOUNG, EDWARD E; CALVO, KARL H.; SAUNDERS, IAN C.; LADOWICZ, JOHN P; MEEHAN, ANDREW C

**Cc:** KOLBE, KATHRYN; KOUMANS, MARK; (b) (6), (b) (7)(C) HARRIS, MELVIN; (b) (6), (b) (7)(C)

**Subject:** CBP Valor Memorial Recognition - Luncheon with the Commissioner

Sirs/Ma'ams, Senior Leaders, Colleagues:

It is my pleasure to notify you that employees within your office will be recognized for their outstanding support to this year's Valor Memorial and Wreath Laying Ceremony during a luncheon with the Commissioner on August 2, 2018 at 12:00 p.m. in the Commissioner's large conference room. This luncheon was recently rescheduled due to C1's travel and a calendar invite has been sent to the employees listed below.

Please be advised that lunch will only be available to those employees being recognized, but I want to ensure you are aware and offer you the opportunity to stop by if time allows and pass on your gratitude.

While I was not here during the Valor Memorial and Wreath Laying Ceremony this year, it's clear your leadership and that of your organization enabled these employees to be successful and carry out CBP's proud history of commemorating our fallen agents and officers. We offer our thanks for all you do for all the employees as well as those listed below.

Employees to be recognized:

**Air and Marine Operations**

(b) (6), (b) (7)(C)

**Office of Human Resources Management**

(b) (6), (b) (7)(C)

**Office of the Commissioner**

(b) (6), (b) (7)(C)

**Office of International Affairs**

(b) (6), (b) (7)(C)

**Office of Congressional Affairs**

(b) (6), (b) (7)(C)

**Office of Public Affairs**

(b) (6), (b) (7)(C)

**Office of Facilities and Asset Management**

(b) (6), (b) (7)(C)

**Office of Field Operations**

(b) (6), (b) (7)(C)

**Operations Support**

(b) (6), (b) (7)(C)

**U.S. Border Patrol**

(b) (6), (b) (7)(C)

Very respectfully,  
Bear

W.P. "Bear" Ard  
Assistant Commissioner  
Office of Human Resources Management  
U.S. Customs and Border Protection

Phone: (b) (6), (b) (7)(C)  
Mobile: (b) (6), (b) (7)(C)

(b) (6), (b) (7)(C)

(b) (6), (b) (7)(C)

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**Subject:** Chat with the Chief  
**Location:** Chief's Office 6.5E RRB  
  
**Start:** Wed 6/20/2018 12:00 PM  
**End:** Wed 6/20/2018 1:00 PM  
  
**Recurrence:** (none)  
  
**Meeting Status:** Meeting organizer  
  
**Organizer:** PROVOST, CARLA (USBP)  
**Required Attendees:** (b) (6), (b) (7)(C) (OPR)

1 hour conversation with the Chief. You can contact me via mobile for escort, cancellation, or any assistance leading up to the appointment time. Thank you very much Sir have a great weekend.

Respectfully,

Assistant Chief (b) (6), (b) (7)(C)  
Adjutant of Chief Carla L. Provost  
U.S. Border Patrol Headquarters

(b) (6), (b) (7)(C) Desk | (b) (6), (b) (7)(C)  
Email HSDN: (b) (6), (b) (7)(C)  
Email JWICS: (b) (6), (b) (7)(C)



(b) (6), (b) (7)(C)

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**Subject:** Chat with the Chief  
**Location:** Chief's Office  
  
**Start:** Thu 6/21/2018 8:00 AM  
**End:** Thu 6/21/2018 8:30 AM  
  
**Recurrence:** (none)  
  
**Meeting Status:** Meeting organizer  
  
**Organizer:** PROVOST, CARLA (USBP)

**Required Attendees:**

(b) (6), (b) (7)(C)

30 minute discussion in prep for the June 25<sup>th</sup> Women in Law Enforcement Panel.

Respectfully,

Assistant Chief (b) (6), (b) (7)(C)

Adjutant of Chief Carla L. Provost

U.S. Border Patrol Headquarters

(b) (6), (b) (7)(C) Desk | (b) (6), (b) (7)(C) Mobile

(b) (6), (b) (7)(C)

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**Subject:** Chat with the Chief  
**Location:** Chief's Office

**Start:** Thu 6/28/2018 7:30 AM  
**End:** Thu 6/28/2018 8:00 AM

**Recurrence:** (none)

**Meeting Status:** Meeting organizer

**Organizer:** PROVOST, CARLA (USBP)

**Required Attendees:** (b) (6), (b) (7)(C)

Respectfully,

Assistant Chief (b) (6), (b) (7)(C)

Adjutant of Chief Carla L. Provost

U.S. Border Patrol Headquarters

(b) (6), (b) (7)(C) Desk | (b) (6), (b) (7)(C) Mobile

Email HSDN: (b) (6), (b) (7)(C)  
Email JWICS: (b) (6), (b) (7)(C)

(b) (6), (b) (7)(C)

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**Subject:** Chat with the Chief  
**Location:** Chief's Office  
  
**Start:** Thu 6/28/2018 12:00 PM  
**End:** Thu 6/28/2018 12:30 PM  
  
**Recurrence:** (none)  
  
**Meeting Status:** Meeting organizer  
  
**Organizer:** PROVOST, CARLA (USBP)  
**Required Attendees:** HOOVER, CRINLEY S

Duration: 30 mins

To discuss CHCO (b) (6), (b) (7)(C) conversation on recruitment, and areas to explore internally.

Respectfully,

Assistant Chief (b) (6), (b) (7)(C)  
Adjutant of Chief Carla L. Provost  
U.S. Border Patrol Headquarters  
(b) (6), (b) (7)(C) Desk | (b) (6), (b) (7)(C)

(b) (6), (b) (7)(C)

---

**Subject:** Chat with the Chief  
**Location:** Chief's Office

**Start:** Thu 6/28/2018 12:30 PM  
**End:** Thu 6/28/2018 1:00 PM

**Recurrence:** (none)

**Meeting Status:** Meeting organizer

**Organizer:** PROVOST, CARLA (USBP)

**Required Attendees:** (b) (6), (b) (7)(C)

(b) (6), (b) (7)(C)

This call is calendared for 30 mins. Please call my desk line, and I will transfer the call.

**Subjects of Discussion:** Mentorship/Family Separation

Respectfully,

Assistant Chief (b) (6), (b) (7)(C)  
Adjutant of Chief Carla L. Provost  
U.S. Border Patrol Headquarters

(b) (6), (b) (7)(C) Desk | (b) (6), (b) (7)(C) Mobile

Email HSDN: (b) (6), (b) (7)(C)  
Email JWICS: (b) (6), (b) (7)(C)

(b) (6), (b) (7)(C)

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**Subject:** Chat with the Chief  
**Location:** Chief's Office  
  
**Start:** Thu 6/28/2018 1:00 PM  
**End:** Thu 6/28/2018 1:30 PM  
  
**Recurrence:** (none)  
  
**Meeting Status:** Meeting organizer  
  
**Organizer:** PROVOST, CARLA (USBP)  
**Required Attendees:** (b) (6), (b) (7)(C)

To discuss strategic communications, and offered SME and best practices to OPA.

Duration: 30 mins

Respectfully,

Assistant Chief (b) (6), (b) (7)(C)  
Adjutant of Chief Carla L. Provost  
U.S. Border Patrol Headquarters  
(b) (6), (b) (7)(C) Desk | (b) (6), (b) (7)(C)

(b) (6), (b) (7)(C)

---

**Subject:** Chat with the Chief  
**Location:** Chief's Office  
  
**Start:** Thu 7/12/2018 2:00 PM  
**End:** Thu 7/12/2018 2:30 PM  
  
**Recurrence:** (none)  
  
**Meeting Status:** Meeting organizer  
  
**Organizer:** PROVOST, CARLA (USBP)  
**Required Attendees:** (b) (6), (b) (7)(C)  
**Optional Attendees:**

30 minute visit with B1.

Respectfully,

Assistant Chief (b) (6), (b) (7)(C)  
Adjutant of Chief Carla L. Provost  
U.S. Border Patrol Headquarters

(b) (6), (b) (7)(C) Desk | (b) (6), (b) (7)(C) Mobile

Email HSDN: (b) (6), (b) (7)(C)  
Email JWICS:

(b) (6), (b) (7)(C)

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**Subject:** Chat with the Chief  
**Location:** Chief's Office

**Start:** Thu 7/12/2018 2:00 PM  
**End:** Thu 7/12/2018 2:30 PM

**Recurrence:** (none)

**Meeting Status:** Meeting organizer

**Organizer:** PROVOST, CARLA (USBP)

**Required Attendees:**

**Optional Attendees:**

(b) (6), (b) (7)(C)

30 minute visit with B1.

Respectfully,

Assistant Chief (b) (6), (b) (7)(C)

Adjutant of Chief Carla L. Provost

U.S. Border Patrol Headquarters

(b) (6), (b) (7)(C) Desk | (b) (6), (b) (7)(C) Mobile

Email HSDN: (b) (6), (b) (7)(C)

Email JWICS:

(b) (6), (b) (7)(C)

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**Subject:** Chief Meeting  
**Location:** Teaming Area

**Start:** Mon 6/11/2018 11:00 AM  
**End:** Mon 6/11/2018 12:00 PM

**Recurrence:** (none)

**Meeting Status:** Meeting organizer

**Organizer:** PROVOST, CARLA (USBP)

**Required Attendees:** LUCK, SCOTT A (USBP); (b) (6), (b) (7)(C) HUFFMAN,  
BENJAMINE C; (b) (6), (b) (7)(C)  
HASTINGS, BRIAN S; (b) (6), (b) (7)(C)  
(b) (6), (b) (7)(C)

No context for this meeting as of now.

Respectfully,

Assistant Chief (b) (6), (b) (7)(C)  
Adjutant of Chief Carla L. Provost  
U.S. Border Patrol Headquarters  
(b) (6), (b) (7)(C) Desk | (b) (6), (b) (7)(C)



(b) (6), (b) (7)(C)

---

**Subject:** \*Chief Provost Lead\* S2 SWB Update Call  
**Location:** Commissioner's Small Conference Room

**Start:** Mon 6/4/2018 4:15 PM  
**End:** Mon 6/4/2018 4:45 PM

**Recurrence:** (none)

**Meeting Status:** Accepted

**Organizer:** CBP COMMISSIONER SCHEDULER

**Required Attendees:** HOWE, RANDY J; FLANAGAN, PATRICK S; (b) (6), (b) (7)(C) PETERLIN, MEGHANN K;  
(b) (6), (b) (7)(C) HASTINGS, BRIAN S; (b) (6), (b) (7)(C)  
HUDSON, RICHARD M; PROVOST, CARLA (USBP) (b) (6), (b) (7)(C)

**Optional Attendees:** (b) (6), (b) (7)(C) (b) (6), (b) (7)(C)

(b) (6), (b) (7)(C)

---

**Subject:** \*Chief Provost to Cover\* S2 SWB Update

**Location:** Commissioner's Small Conference Room

**Start:** Wed 6/6/2018 4:45 PM

**End:** Wed 6/6/2018 5:15 PM

**Recurrence:** (none)

**Meeting Status:** Accepted

**Organizer:** CBP COMMISSIONER SCHEDULER

**Required Attendees:** HOWE, RANDY J; FLANAGAN, PATRICK S; (b) (6), (b) (7)(C) PETERLIN, MEGHANN K;  
(b) (6), (b) (7)(C) HASTINGS, BRIAN S; (b) (6), (b) (7)(C)  
HUDSON, RICHARD M; (b) (6), (b) (7)(C) PROVOST, CARLA  
(USBP) (b) (6), (b) (7)(C) VITIELLO, RONALD D (USBP)

(b) (6), (b) (7)(C)

---

**Subject:** Chief Quarterly Meeting  
**Location:** Miami Sector  
  
**Start:** Mon 7/16/2018 12:00 AM  
**End:** Fri 7/20/2018 12:00 AM  
**Show Time As:** Free  
  
**Recurrence:** (none)  
  
**Organizer:** PROVOST, CARLA (USBP)  
  
**Categories:** Travel

(b) (6), (b) (7)(C)

---

**Subject:** Coffee and Conversation  
**Location:** Food Court @ RRB

**Start:** Fri 6/1/2018 7:30 AM  
**End:** Fri 6/1/2018 8:00 AM

**Recurrence:** (none)

**Meeting Status:** Meeting organizer

**Organizer:** PROVOST, CARLA (USBP)

**Required Attendees:** (b) (6)

30 minute coffee and conversation with the Chief at the downstairs food court in the Ronald Reagan Bldg.

Respectfully,

Assistant Chief (b) (6), (b) (7)(C)  
Adjutant of Chief Carla L. Provost  
U.S. Border Patrol Headquarters

(b) (6), (b) (7)(C) Desk | (b) (6), (b) (7)(C) Mobile

Email HSDN: (b) (6), (b) (7)(C)

(b) (6), (b) (7)(C)

---

**Subject:** Commissioner Coordination Call

**Location:** Telecon: (b) (7)(E)

**Start:** Sat 6/2/2018 3:00 PM

**End:** Sat 6/2/2018 3:30 PM

**Recurrence:** (none)

**Meeting Status:** Accepted

**Organizer:** (b) (6), (b) (7)(C)

**Required Attendees:** (b) (6) FLANAGAN, PATRICK S; HASTINGS, BRIAN S; HOWE, RANDY J; (b) (6)  
(b) (6) MCALEENAN, KEVIN K; PROVOST, CARLA

(USBP); (b) (6) (ACF)

**Optional Attendees:** (b) (6), (b) (7)(C)

(b) (7)(E)

(b) (6), (b) (7)(C)

---

**Subject:** Conference call

**Location:** Telephonic

**Start:** Sat 6/9/2018 6:00 PM

**End:** Sat 6/9/2018 6:30 PM

**Recurrence:** (none)

**Meeting Status:** Accepted

**Organizer:** FUNN, ERICK K (OPR)

**Required Attendees:** (b) (6), (b) (7)(C)

**Optional Attendees:** KLEIN, MATTHEW (OPR); (b) (6), (b) (7)(C) PROVOST,  
CARLA (USBP)

Conference access number: (b) (7)(E)

Moderator code (AC Klein): (b) (7)(E)

Participant code: (b) (7)(E)

(b) (6), (b) (7)(C)

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**Subject:** Correspondence Review

**Start:** Wed 8/1/2018 1:30 PM

**End:** Wed 8/1/2018 2:00 PM

**Recurrence:** (none)

**Organizer:** PROVOST, CARLA (USBP)

**Categories:** Important

(b) (6), (b) (7)(C)

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**Subject:** Correspondence Review

**Start:** Wed 8/1/2018 4:00 PM  
**End:** Wed 8/1/2018 4:30 PM

**Recurrence:** (none)

**Organizer:** PROVOST, CARLA (USBP)

**Categories:** Important



(b) (6), (b) (7)(C)

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**Subject:** Correspondence Review

**Start:** Tue 7/24/2018 10:00 AM  
**End:** Tue 7/24/2018 10:30 AM

**Recurrence:** (none)

**Organizer:** PROVOST, CARLA (USBP)

**Categories:** Orange Category

(b) (6), (b) (7)(C)

**Subject:** CPA Chavez Change of Command  
**Location:** El Centro Sector

**Start:** Wed 7/25/2018 12:00 AM  
**End:** Sat 7/28/2018 12:00 AM  
**Show Time As:** Free

**Recurrence:** (none)

**Meeting Status:** Meeting organizer

**Organizer:** PROVOST, CARLA (USBP)  
**Required Attendees:** PROVOST, CARLA (USBP); (b) (6), (b) (7)(C)  
**Optional Attendees:** (b) (6), (b) (7)(C)

**Categories:** Travel

Week for further coordination of CPA CoC Ceremony...

Assistant Chief (b) (6), (b) (7)(C) (b) (7)(E)

Adjutant of Chief Carla L. Provost

U.S. Border Patrol Headquarters

(b) (6), (b) (7)(C) Desk | (b) (6), (b) (7)(C) Mobile

Email HSDN: (b) (6), (b) (7)(C)

(b) (7)(E)

(b) (6), (b) (7)(C)

---

**Subject:** CPA Chavez Change of Command  
**Location:** El Centro Sector

**Start:** Wed 7/25/2018 12:00 AM  
**End:** Sat 7/28/2018 12:00 AM  
**Show Time As:** Free

**Recurrence:** (none)

**Meeting Status:** Meeting organizer

**Organizer:** PROVOST, CARLA (USBP)  
**Required Attendees:** PROVOST, CARLA (USBP); (b) (6), (b) (7)(C)  
**Optional Attendees:** (b) (6), (b) (7)(C)

**Categories:** Travel

Week for further coordination of CPA CoC Ceremony...

Assistant Chief (b) (6), (b) (7)(C) (b) (7)(E)

Adjutant of Chief Carla L. Provost

U.S. Border Patrol Headquarters

(b) (6), (b) (7)(C) Desk | (b) (6), (b) (7)(C) Mobile

Email HSDN: (b) (6), (b) (7)(C)

(b) (6), (b) (7)(C)

**From:** PROVOST, CARLA (USBP)  
**Sent:** Monday, July 9, 2018 5:57 PM  
**To:** (b) (6), (b) (7)(C)  
**Cc:**  
**Subject:** RE: Chief Chavez's Change-of-Command

Hi (b) (6)

Yes, I will be heading out there. I'm not sure what all my schedule entails yet but I am adding my new adjutant, (b) (6), (b) (7)(C) to the email so that maybe we can work in a meeting while I'm there.

Look forward to seeing you,  
Carla

**Carla L. Provost**  
Acting Chief  
USBP  
(w) (b) (6), (b) (7)(C)

---

**From:** (b) (6)  
**Sent:** Monday, July 9, 2018 4:42 PM  
**To:** PROVOST, CARLA (USBP) (b) (6), (b) (7)(C)  
**Cc:** (b) (6)  
**Subject:** Chief Chavez's Change-of-Command

Hi Chief Provost –

I hope you had a great 4<sup>th</sup> of July! I spoke with Chief Chavez last week and she mentioned you would likely be out in El Centro for her ceremony! Very exciting to have another female leading the way within Border Patrol – we are all so excited for her!

(b) (6) and I will be heading out there as well, and would love to carve out some time with you if you can spare it. (b) (6) leads Accenture's CBP work (currently we prime the recruit and hire work and DCSS) and I support him in those efforts. We have had a number of conversations within Border Patrol over the past year on topics we know are of high priority, and we'd appreciate the opportunity to share those with you as well.

We will be driving there from San Diego that Wednesday, and staying until Friday (leaving around noon), if something in that timeframe might work for you. Happy to work with your schedule of course.

Looking forward to it!  
(b) (6)

(b) (6)  
Homeland Security  
Accenture Federal Services

(b) (6)

Stay Connected with Accenture: 

(b) (6), (b) (7)(C)

**Subject:** CPA Chavez Change of Command  
**Location:** El Centro Sector  
  
**Start:** Wed 7/25/2018 12:00 AM  
**End:** Sat 7/28/2018 12:00 AM  
**Show Time As:** Free  
  
**Recurrence:** (none)  
  
**Meeting Status:** Meeting organizer  
  
**Organizer:** PROVOST, CARLA (USBP)  
**Required Attendees:** PROVOST, CARLA (USBP); (b) (6), (b) (7)(C)  
**Optional Attendees:** (b) (6), (b) (7)(C)  
  
**Categories:** Travel

Week for further coordination of CPA CoC Ceremony...

Assistant Chief (b) (6), (b) (7)(C) (b) (7)(E)

Adjutant of Chief Carla L. Provost

U.S. Border Patrol Headquarters

(b) (6), (b) (7)(C) Desk | (b) (6), (b) (7)(C) Mobile

Email HSDN (b) (6), (b) (7)(C)

(b) (6), (b) (7)(C)

**From:** PROVOST, CARLA (USBP)  
**Sent:** Monday, July 9, 2018 5:57 PM  
**To:** (b) (6), (b) (7)(C)  
**Cc:** (b) (6), (b) (7)(C)  
**Subject:** RE: Chief Chavez's Change-of-Command

Hi (b) (6)

Yes, I will be heading out there. I'm not sure what all my schedule entails yet but I am adding my new adjutant, (b) (6), (b) (7)(C) to the email so that maybe we can work in a meeting while I'm there.

Look forward to seeing you,  
Carla

**Carla L. Provost**  
Acting Chief  
USBP  
(w) (b) (6), (b) (7)(C)

---

**From:** (b) (6)  
**Sent:** Monday, July 9, 2018 4:42 PM  
**To:** PROVOST, CARLA (USBP) (b) (6), (b) (7)(C)  
**Cc:** (b) (6)  
**Subject:** Chief Chavez's Change-of-Command

Hi Chief Provost –

I hope you had a great 4<sup>th</sup> of July! I spoke with Chief Chavez last week and she mentioned you would likely be out in El Centro for her ceremony! Very exciting to have another female leading the way within Border Patrol – we are all so excited for her!

(b) (6) and I will be heading out there as well, and would love to carve out some time with you if you can spare it. (b) (6) leads Accenture's CBP work (currently we prime the recruit and hire work and DCSS) and I support him in those efforts. We have had a number of conversations within Border Patrol over the past year on topics we know are of high priority, and we'd appreciate the opportunity to share those with you as well.

We will be driving there from San Diego that Wednesday, and staying until Friday (leaving around noon), if something in that timeframe might work for you. Happy to work with your schedule of course.

Looking forward to it!  
(b) (6)

(b) (6)  
Homeland Security  
Accenture Federal Services

(b) (6)

Stay Connected with Accenture: 

(b) (6), (b) (7)(C)

**Subject:** CRCL/CBP PREA Meeting  
**Location:** Commissioner's Small Conference Room  
  
**Start:** Wed 6/6/2018 3:30 PM  
**End:** Wed 6/6/2018 4:30 PM  
  
**Recurrence:** (none)  
  
**Meeting Status:** Accepted  
  
**Organizer:** CBP COMMISSIONER SCHEDULER  
**Required Attendees:** SALAZAR, REBEKAH A.; (b) (6), (b) (7)(C) OC BRIEFING STAFF;  
PROVOST, CARLA (USBP); Owen, Todd C (AC OFO); (b) (6), (b) (7)(C) DCC10A-  
RMB-COMMISSIONER-CN-RM  
**Optional Attendees:** (b) (6), (b) (7)(C)

BM: Yes  
Lead Office: PDO  
OC POC: (b) (6), (b) (7)(C)

**From:** (b) (6)  
**Sent:** Friday, June 1, 2018 4:49 PM  
**To:** (b) (6), (b) (7)(C)  
**Cc:** (b) (6)  
**Subject:** PREA Meeting @ CBP on Wednesday, 6/6/18  
**Importance:** High

Hi (b) (6), (b) (7)(C)

(b) (6), (b) (7)(C) stated her and Mr. McAleenan should meet next Wednesday at CBP. I left a voicemail message to see if Mr. McAleenan is available. I'll need to travel time for (b) (6). So we are looking at 2 PM – 5 PM. I sent a placeholder. Please let me know what is a good time and the meeting location. Thanks.

(b) (6)

Office for Civil Rights and Civil Liberties  
Department of Homeland Security

~~FOR OFFICIAL USE ONLY~~

BRIEFING MEMO FOR THE COMMISSIONER

**MEETING WITH CRCL OFFICER**

**June 6, 2018**

**2:00 P.M. – 3:00 PM**

**Commissioner's Small Conference Room**

**Overview:**

- You will be meeting with (b) (6), DHS Officer for Civil Rights and Civil Liberties (CRCL).
- This meeting is to provide CRCL with an opportunity to share their concerns with the CBP Prison Rape Elimination Act (PREA) audit tool and to discern how those concerns may be addressed to obtain CRCL concurrence.

(b) (7)(E), (b) (5)



(b) (7)(E), (b) (5)



(b) (7)(E), (b) (5)

**PRESS:** Closed

**CBP/OPA Services Required:** Not Applicable

**ATTACHMENTS:**

- A. CBP Auditor Guidance
- B. CRCL Audit Tool (*August 8, 2016*)
- C. CBP Audit Tool (*May 29, 2018*)
- D. PREA Audit Tool Comparison Chart

**PARTICIPANTS:**

CBP

Kevin K. McAleenan, Commissioner

Todd Owen, Executive Assistant Commissioner, OFO

Carla Provost, Acting Chief, USBP

Rebekah A. Salazar, Executive Director, PDO

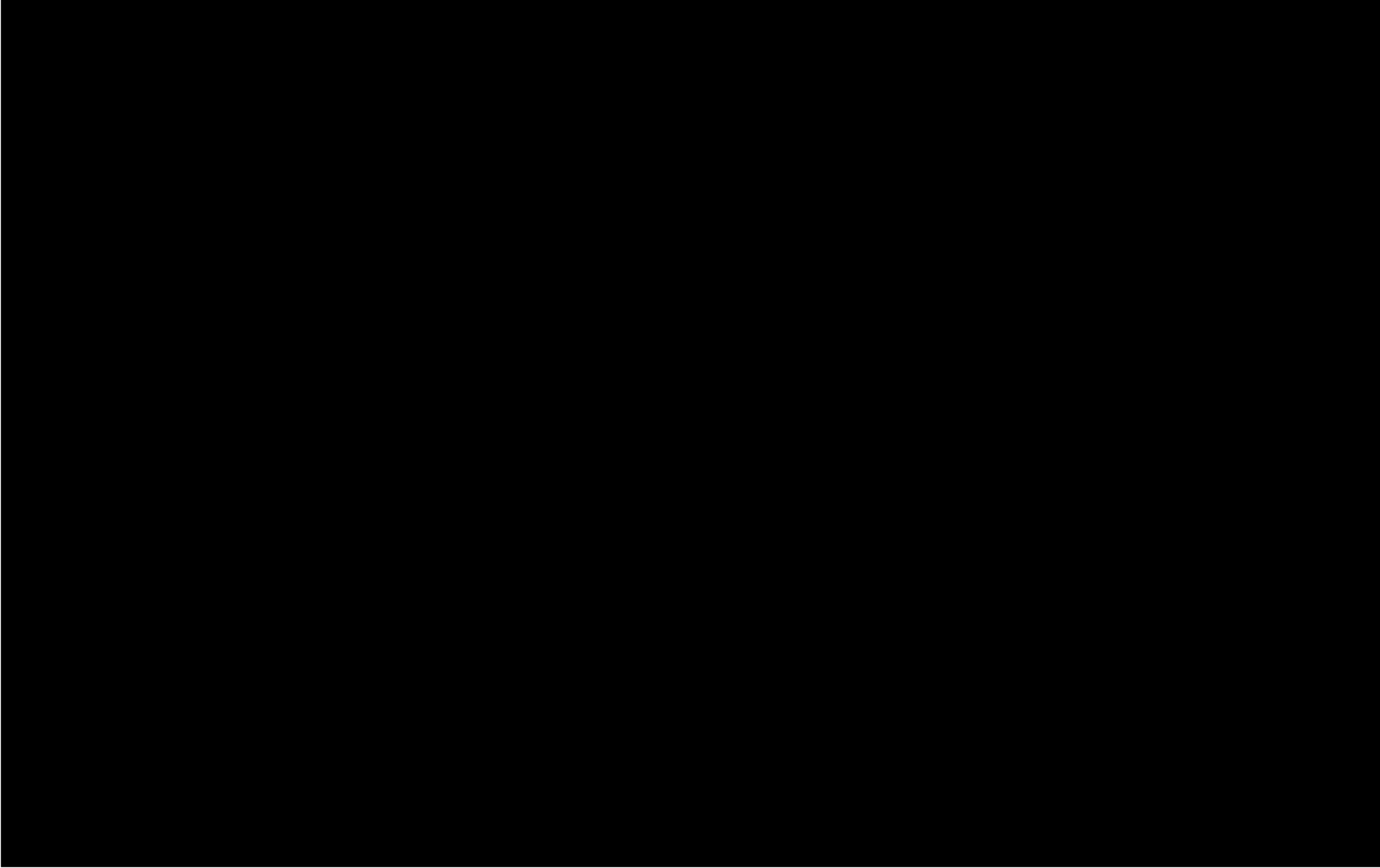
(b) (6), (b) (7)(C) Prevention of Sexual Assault Coordinator, PDO

Non-CBP

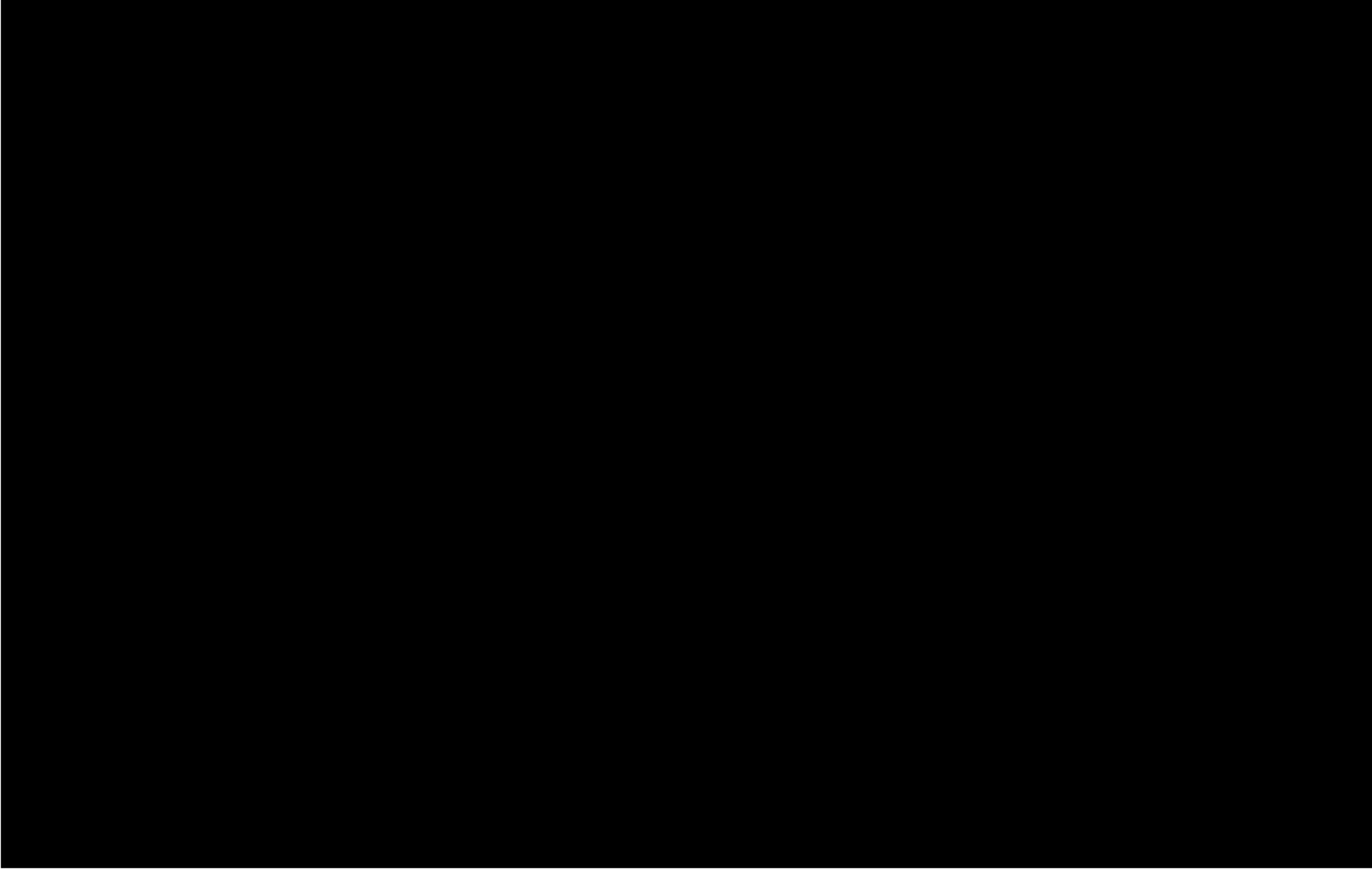
(b) (6) Officer for DHS CRCL

**Staff Responsible for Briefing Memo:** (b) (6), (b) (7)(C)

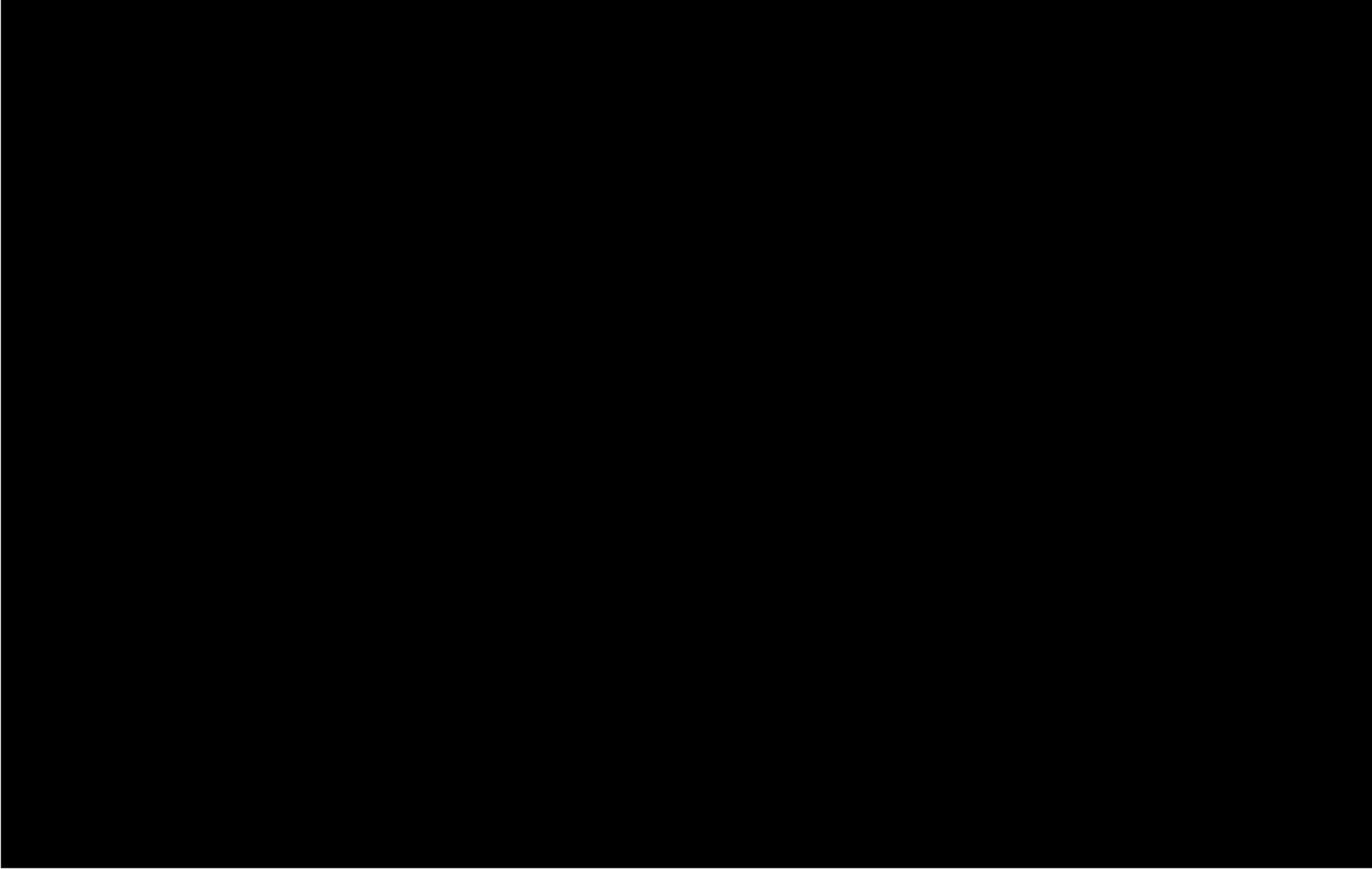
(b) (5), (b) (7)(E)



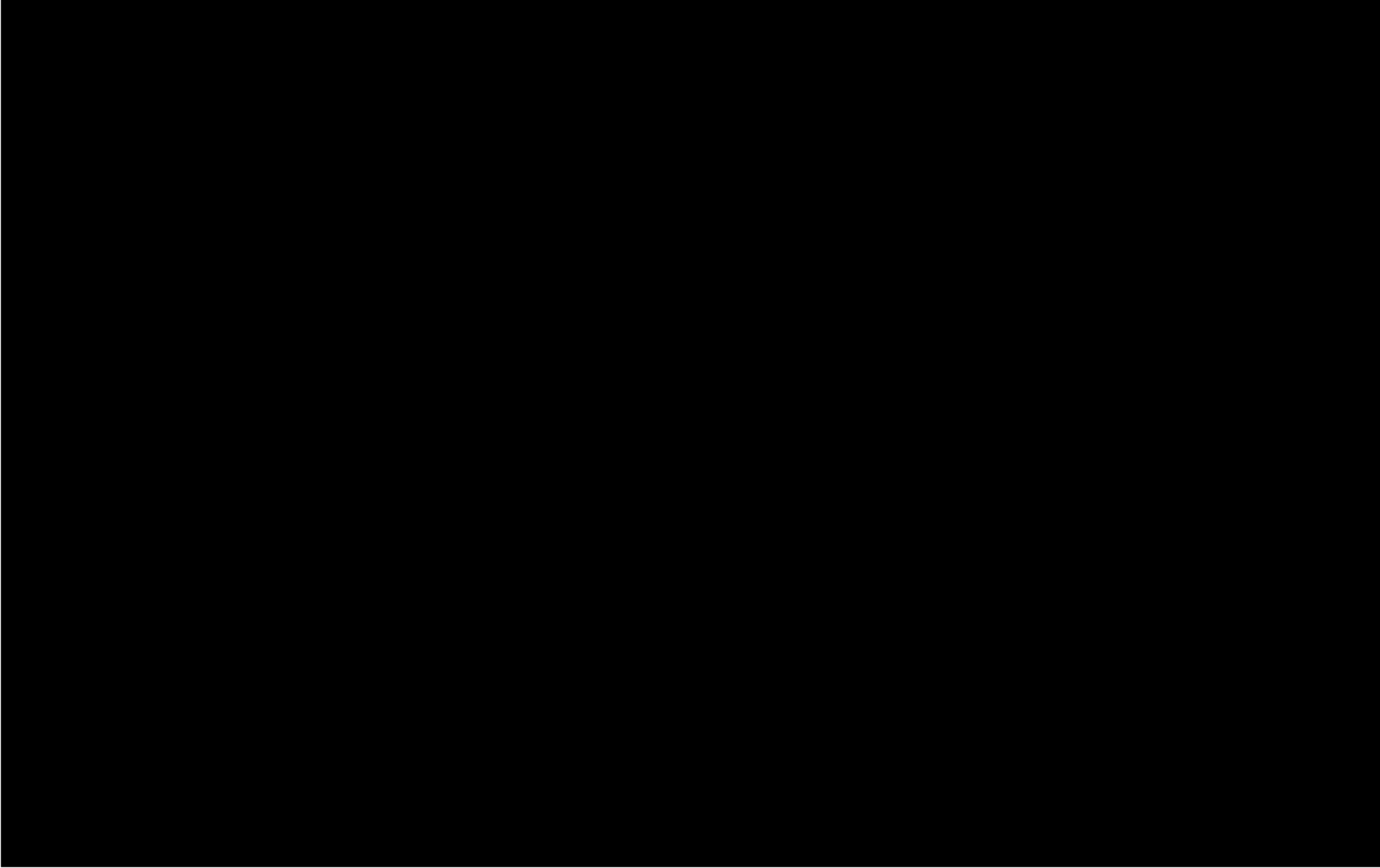
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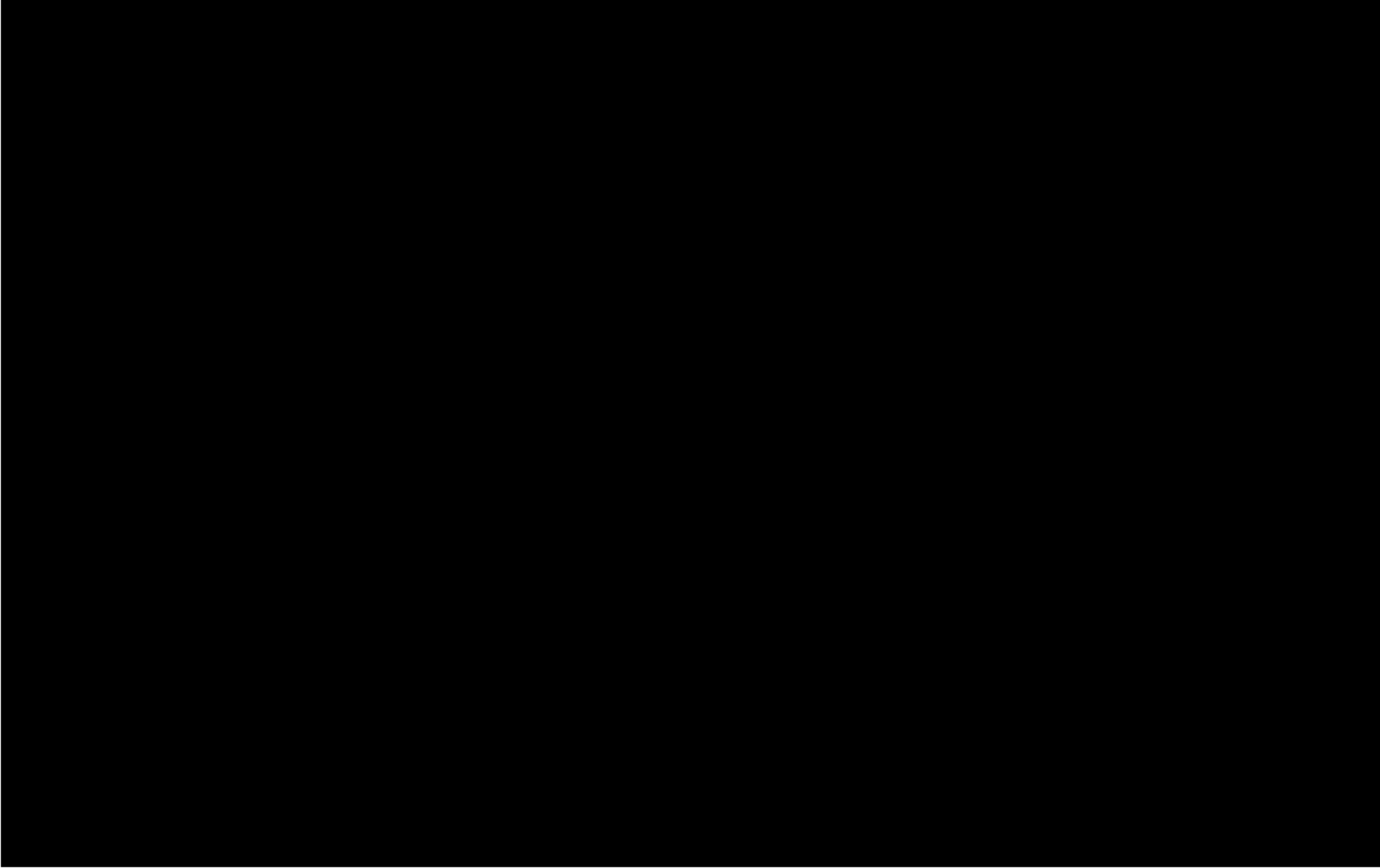
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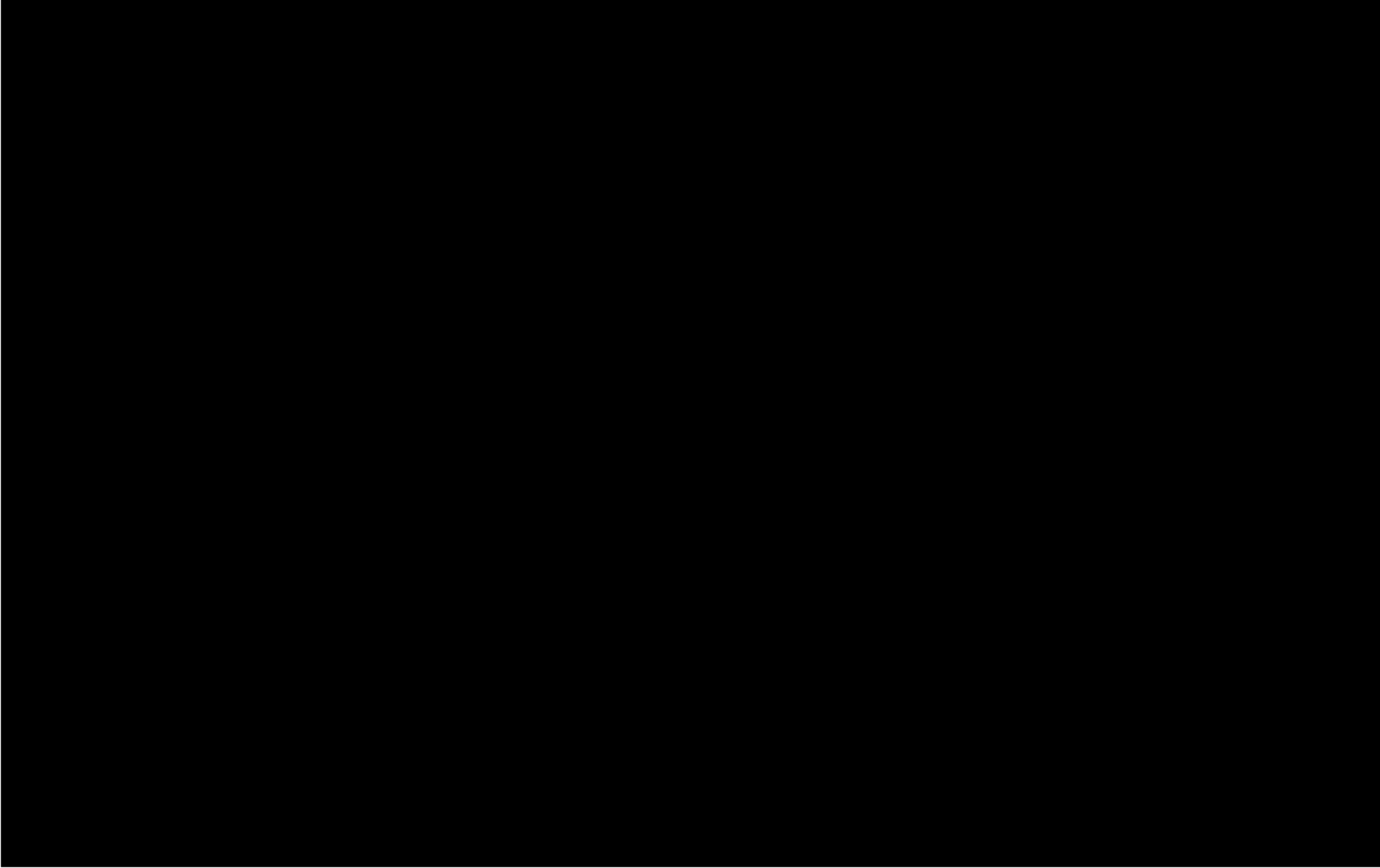
(b) (5), (b) (7)(E)



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